

September 2022

Newcastle Waters Historic Township

# Master Plan



The Newcastle Waters Historic Township Master Plan was prepared by TRC Tourism and Brave and Curious and overseen by a Newcastle Waters project steering committee.

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#### **ACKNOWLEDGEMENT**

We acknowledge the Indigenous peoples of the lands, waters and communities we work together with. We pay our respects to their cultures; and to their Elders – past, present and emerging.

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The Junction Hotel today  
Newcastle Waters Historic Township

# Executive Summary

Newcastle Waters Historic Township has an incredible story to share. From ancient landscapes, Aboriginal creation and ceremony, precious habitats and native wildlife, European exploration, pastoral stations, a crossing point for stock routes, World War II and the Wave Hill Walk Off. The township has a rich and vibrant history, remembered by many today as a town that connected Australia.

Newcastle Waters Historic Township is situated 715 km south of Darwin and 789 km north of Alice Springs, geographically making it a central point of the Northern Territory. Today, the whole of the township is a heritage listed with mixed land tenures. It consists of vacant lots, occupied and unoccupied buildings in a range of conditions. To the north of the town is the Marlinja Aboriginal community, to the south the Newcastle Waters pastoral station.

The Barkly Region Visitor Experience Master Plan 2019, identified the Newcastle Waters Historic Township as core opportunity for the region by enhancing the ‘Explorers Way’ drive journey, offering engaging storytelling experiences and providing regional and community benefits.

In 2019, in consultation with Marlinja Aboriginal Community members, Newcastle Waters Station, the Barkly Regional Council and other core stakeholders, a Newcastle Waters Historic Township Concept Plan was developed. This Master Plan has grown and expanded on the concept plan, informed by further consultation,

site assessments, architectural and economic evaluation.

The Master Plan has identified several exciting opportunities that can deliver on tourism commitments of the Northern Territory Government, offering unique and rewarding visitor experiences, protecting and presenting important historical, cultural and natural values and aligning with the tourism aspirations of the Marlinja Aboriginal Community.

## Vision:

*Newcastle Waters Historic Township is celebrated for its role in making the Territory what it is today. It’s a place where history comes alive, and ongoing cultural and natural values are shared and respected.*

## Goals:



Protecting and enhancing the presentation of the values of Newcastle Waters Historic Township and surrounds



Sharing stories – enhancing visitor experiences with immersive visitor interpretation, guided experiences, activities and events



Working together – multiple beneficial partnerships driving the success of the township and region



A vibrant hub – training, and employment, improved liveability, increased visitation and satisfaction, sustainable economic development and growth.

## Game changing projects:

- Sense of welcome and arrival, orientation and visitor interpretation, seamlessly linking the Newcastle Waters Historic Precinct experience
- Adaptive use of the Junction Hotel as a commercial space with basic dining, retail, accommodation reservations, tour bookings and visitor interpretation
- A unique 'night in a small historic town' experience with small campground facilities and basic accommodation including budget rooms, glamping and the potential for a unique stay in one of the restored historic homes
- A cultural hub enabling local Marlinja Community members to produce, showcase and sell traditional arts and crafts and share culturally appropriate stories
- Adaptive use of the Jones Store as a celebration of Newcastle Waters history. A place to share stories of Traditional Landowners, explorers, pastoralists, drovers, business owners, residents and the unforgettable characters that contributed not only to the township, but the identity of the Northern Territory
- Nature based experiences including walkways to Newcastle Creek, featuring visitor interpretation and guided experiences that showcase the natural and cultural values of the area
- Visitor facilities including amenities, vehicle parking (RV friendly) and picnic facilities.





Fred Taylor's House  
Newcastle Waters Historic Township

# 1. About Newcastle Waters

## 1.1 Overview

Newcastle Waters Historic Township is located 280 km north of Tennant Creek off the Stuart Highway (Explorers Way Touring Route) and 25 km north of the nearest hub, Elliott. Steeped in history, the township contains several significant heritage listed buildings and a local school servicing the neighbouring Marlinja Aboriginal Community and the Newcastle Waters Station.

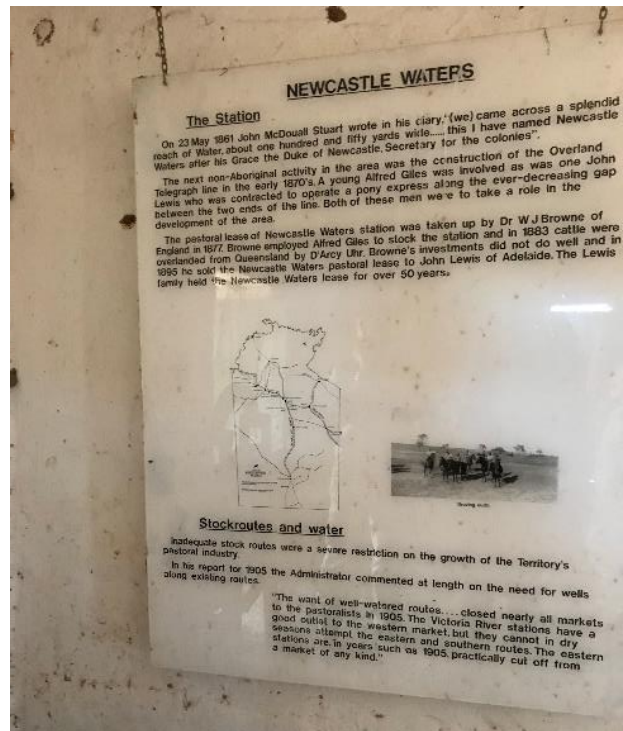
Newcastle Waters is rich with themes associated with European exploration and occupation of the region including droving and the establishment of pastoral stations, the Overland Telegraph, early aviation, World War II and stories of the town in its heyday. Newcastle Waters is also significant as the site of the first Aboriginal protest for equal wages, which ultimately led to the land rights movement.

The natural features of the area including the surrounding grasslands, Newcastle Creek and permanent waterholes provide immersive opportunities for viewing birds and wildlife and interpreting the flora and fauna of the region.

Visitors are welcome to the town, however there are currently no on-site visitor facilities or amenities and overnight stays are not permitted. Some of the historic buildings are currently tenanted under a range of ownerships and visitor interpretation and site information has not been updated for many years.



STAR REFERENCING THE LOCATION OF NEWCASTLE WATERS



OLD VISITOR SIGNAGE AT NEWCASTLE WATERS NOT UPDATED FOR MANY YEARS

## 1.2 History

Newcastle Waters is the traditional lands of the Jingili Aboriginal people, who know the area as *Tjika*. The surrounding water catchments made it highly desired country, providing an oasis and a place for ceremony for many Aboriginal clans and families across the Northern Territory.

Non-Indigenous people did not arrive in the region until 1861, when explorer John McDouall Stuart and his party camped nearby on their fifth attempt to traverse the continent from south to north. Stuart was impressed by the 'splendid reach of water' (referring to Newcastle Creek), naming it after His Grace the Duke of Newcastle, The Secretary for the Colonies. On his sixth attempt in 1862, Stuart finally achieved his mission of reaching the north coast of Australia.

From this time, rapid changes occurred including:

- 1870: The development of the Overland Telegraph Line with a repeater station constructed near Newcastle Waters at Powell Creek
- 1880s: Becoming one of the earliest pastoral leases in the Northern Territory
- 1886: A hub for the Murrniji Track stock route connecting Victoria River to Newcastle Waters
- 1917: The sinking of bores along the Murrniji Track, the town became a depot for construction teams and helped to further grow Newcastle Waters
- 1919: Construction of an airstrip in anticipation to cater for Ross and Keith Smith's famous flight from England to Australia via Newcastle Waters (who didn't end up landing there)
- 1926: The 'Seat of Government of Northern Australia' was declared at Newcastle Waters such time as a seat of Government could be established in Darwin in 1931

- 1930: One square mile was resumed from Newcastle Waters Station to designate as a town site. A Police Station and Works Department Depot were already in situ
- 1930s: The Junction Hotel and Jones Store commenced operations, occupied by various owners adding to the design and services offered over the years
- 1935: Qantas Empire Air Services was using the Newcastle Waters airstrip as a passenger and mail delivery link. This service later ceased due to issues of planes becoming bogged
- 1940: Newcastle Waters became a depot when 190 Queensland men travelled across from Mt Isa to construct an all weather road to support the deployment of troops during World War II
- 1944: During the year, 140,000 cattle were driven along the east-west stock route which became seriously overcrowded
- 1960s: Road trains saw the end of droving, making Newcastle Waters a relative ghost town. The establishment of Elliott as a staging camp during World War II also reduced the need for the services provided at Newcastle Waters
- 1966: Aboriginal stock workers at Newcastle Waters Station were the very first to strike in the Wave Hill Walk Off movement, fighting for equal rights and equal pay
- Today, the town is survived by the local Marlinja community, area school, Newcastle Waters pastoral station and passing visitors.



THE JUNCTION HOTEL 1960. JIM GAYTON COLLECTION



## 1.3 Values and assets

### Cultural

The catchment areas of Newcastle Creek and surrounds is the country of Jingili Aboriginal people. A highly prized oasis in an otherwise arid environment, many neighbouring Aboriginal clans had traditional associations with the Jingili people and would travel to *Tjika* for ceremonies and other cultural purposes. Today, many of the descendants of the Jingili people live either within the Marlinja Aboriginal Community or in the nearby town of Elliott. They hold cultural responsibility and obligations for *Tjika* and many blocks of land in the Newcastle Waters township are freehold by local Aboriginal people. A Native Title Determination has been registered for the township and surrounding area. Traditional Owners hold cultural stories from the Creation Ancestors surrounding Newcastle Waters, noting that the Newcastle Creek is of significance; they also hold many stories from early non-Indigenous settlement with stories of droving days, fights for equal rights and pay and World War II still very much remembered today.



ABORIGINAL PEOPLE GATHERED AT NEWCASTLE WATERS IN CEREMONIAL DRESS. PETER JONES COLLECTION, PICTURE NT

### Community

- The Marlinja Community is located a short distance from the Historic Town (population est. 36) and is home to many Traditional Owners for the township and surrounding area.
- Newcastle Waters Station is a 1,033,101ha breeding property can carry 65,700 head of cattle including 20,000 commercial Brahman breeders. The Station Homestead is near the Newcastle Waters township, with cattle trucks and equipment movement frequenting the Newcastle Waters township access road. The Station is home to 50 workers (plus six children), with two workers currently living with the house on Lot 6 in the township.
- Newcastle Waters School is situated within the historic township, with a resident teacher living on the house on Lot 5. The school is an important resource catering for primary students from both the Marlinja Community and Newcastle Waters Station.
- Elliott is the closest service hub for residence at Newcastle Waters Station, township and Marlinja Community located 28 km away. The town was formed originally as a World War II staging camp and today is home to 339 residences
- Barkly Regional Council is the Local Government Authority responsible for providing services to Newcastle Waters residence.

## Historical

All the lots in Newcastle Waters township are in the Newcastle Waters Heritage Precinct which is listed on the Northern Territory Heritage Register. Lot 16 The Jones Store is owned by NT National Trust and other lots are either Government Set Aside or Freehold by various owners including several by Consolidated Pastoral Company (CPC) Newcastle Waters station. There are many stories to share about the various lease and ownerships, construction techniques, residents and visitors to the township over the years.



Lot 31 Drover's Park



Lot 2 Church (1962-63)



Lot 5 Works and Education Department residence (1932) current School Teacher residence



Lot 6 Postmaster's and Repeater Station residence (1942). Current CPC staff residence



Lot 7 & 8 Junction Hotel (1930s)



Lot 9 Fred Taylor's House (1950s)



Lot 16 Jones Store (1963)

## Natural

Newcastle Creek is an intermittent creek with permanent waterholes, subject to flooding during the wet season (December – April). It has been a highly valued resource for Aboriginal people and later non-Indigenous settlers and travellers, particularly for the pastoral industry. The creek and waterholes are also a haven for wildlife especially birds, providing a significant inland waterway in one of the hottest and driest parts of Australia. The waterway extends to Longreach Waterhole, which stretches some 70 kms to Lake Woods, a large ephemeral wetland which is a significant conservation area to the south of Elliot. Local people currently use the waterhole and lake for recreational purposes.



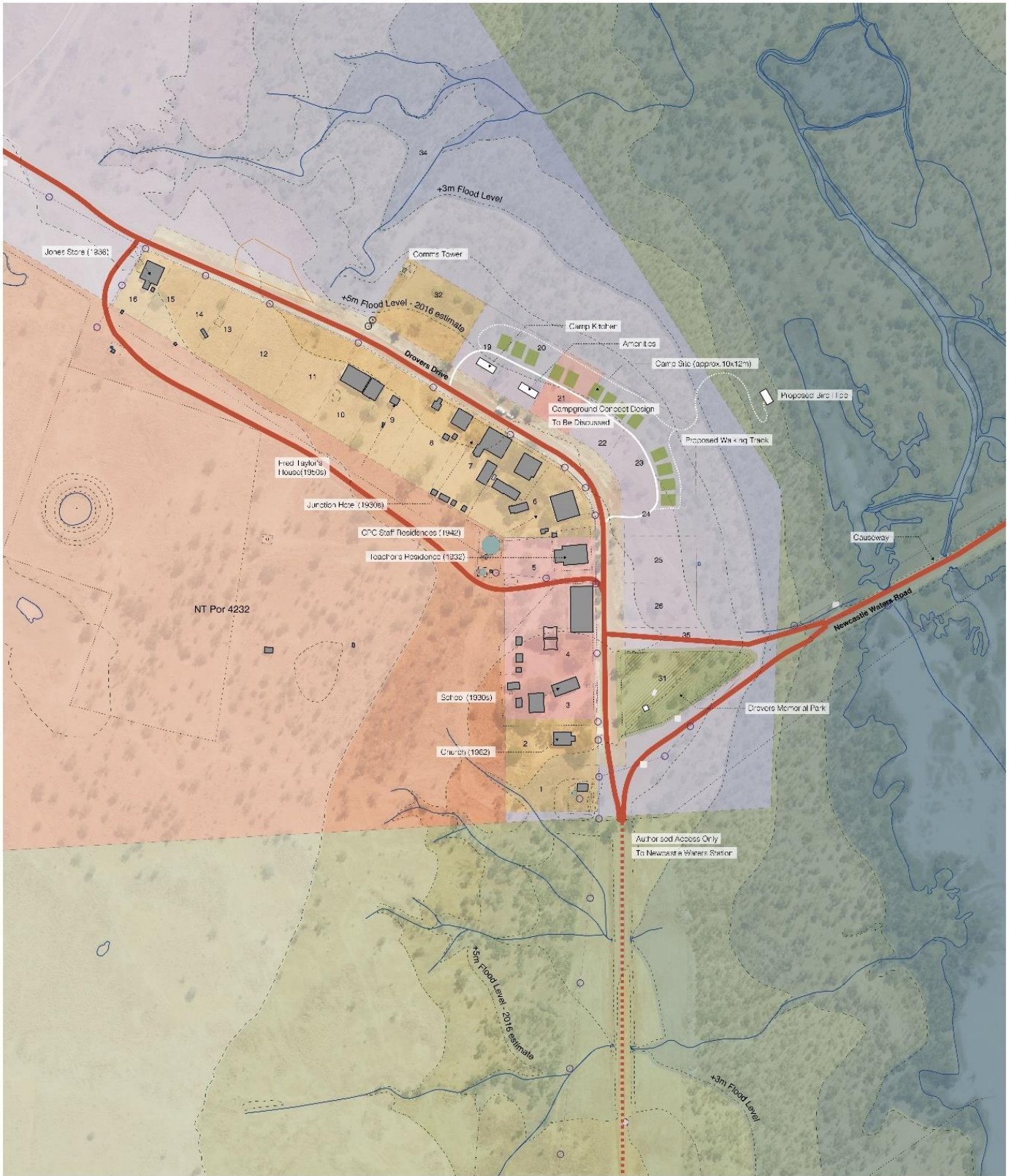
BROLGAS AT NEWCASTLE CREEK

## 1.4 Land tenure

In 1930, the Government resumed one square mile from Newcastle Waters Station pastoral lease for a town site. One building, the police station (c. 1912) already existed, with a total of 27 lots established. All the lots in Newcastle Waters township are in the Newcastle Waters Heritage Precinct which is listed on the Northern Territory Heritage Register. A Native Title determination (NTD3/2004) has been registered over “all land and waters within the boundary of the Town of Newcastle Waters and NT Portion 4232 (called ‘Union Paddock’).”

**Table 1.** Newcastle Waters Historic Township land tenure summary

Lot Number	Significance and ownership
Lot 1	Power and Water Corporation
Lot 2	<b>Church</b> dating from 1962-63. A Sidney Williams transportable structure, Consolidated Pastoral Company
Lots 3 & 4	<b>Current school</b> , was originally the <b>Police Station</b> , with the original buildings dating from the 1930s. Government Set Aside
Lot 5	Current teacher’s residence, former Works Department then Education Department, original buildings dating from 1932. Lot includes bore and water tower. Government Set Aside
Lot 6	Former <b>Post Master’s and Repeater Station residence</b> from 1942. Owned by Consolidated Pastoral Company and used as staff residence
Lots 7 & 8	<b>Junction Hotel</b> from 1930s. Owned by Consolidated Pastoral Company (CPC), has some interesting interpretive material
Lot 9	<b>Fred Taylor’s house</b> from 1950s. Owned by Consolidated Pastoral Company
Lot 10	Donna and Peter Schubert Freehold
Lot 11	Harold and Agnes Ulamari Freehold
Lot 12	Charles Alums house 1948, now demolished. Owned Sarah Alum Freehold
Lot 13	Buildings from 1934 now demolished. Owned Jennie Ulamari Freehold
Lot 14	Charlie Wuluguri Freehold
Lot 15	Prentice Ngumirigari Freehold
Lot 16	<b>Jones Store</b> owned by National Trust of Australia, former George Man Fong’s house and Saddlery, first built 1936. Restoration works were undertaken in 1988 and more recently. Contains interpretive material which needs renewing
Lot 19	Ernest Willson Freehold
Lot 20	Archie Rogers Freehold
Lot 21-26	Government Set Aside / Vacant Crown Land
Lot 31	<b>Drover’s Park</b> . Crown Lease in Perpetuity to Newcastle Waters Town Management Inc Committee. The Committee was deregistered in 2002 and as such the asset has now been vested with the Commissioner of Consumer Affairs
Lot 32	Max Schobers Store from 1939 to 1956, now demolished. There is a new telecommunications tower at the rear of this site. Owned Peter and Donna Schubert
Lot 35	Vacant Crown Land



**Legend**

- Crown Lease in Perpetuity
- Freehold
- Govt Set Aside
- Perpetual Pastoral Lease
- Reserve
- Vacant Crown

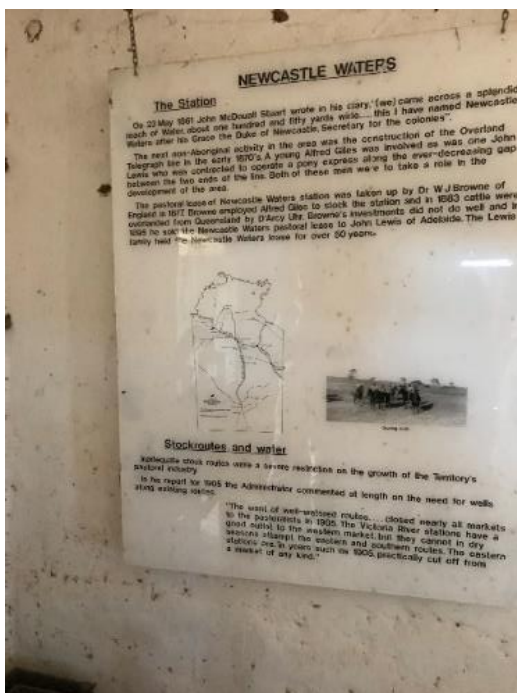


**Newcastle Waters  
Historic Town Plan  
1:1,250 @ A1**

## 1.5 Current experience

**Drover's Park** - basic picnic facilities in poor condition. Landscaping at the site needs maintenance and renewal to create a shady space for residents and visitors. Confirmation on maintenance and upkeep responsibility needs to be determined. Interpretive signs in the park are old and should be upgraded.

**The Jones Store** – provides visitor interpretation through signs and old artefacts and furniture. Much of the interpretation is old and focussed on non-Indigenous history.



JONES STORE VISITOR INTERPRETATION

**The Junction Hotel** – owned by CPC however is accessible to the public. Old notice boards with stock movement permits and newspaper clippings.

**Old structures and equipment** – there is a range of interesting equipment and structures including Fred Taylor's House, old accommodation lodgings and fuel pump. There is no interpretation of the structures / equipment, directions or safety information for visitors.



INTERESTING EQUIPMENT AND STRUCTURES AROUND THE TOWN

**Newcastle Creek** - The natural attribute of the creek has the potential for nature interpretation with a short boardwalk, bird hide and lookouts with interpretation and as a focus for walking tours with the local community.

**Services** - There is mains electricity available in the township. There is a reticulated water supply in the township. This is supplied from a bore located on the town reserve. It is understood that this is managed by Barkly Regional Council and is separate to the Station supply. There is good mobile phone coverage on site. There is a solid waste management facility to the northwest of the township, managed by the Barkly Regional Council. This is in poor condition and appears to be full, in poor location as visitors arrive in the town.

**Access** - The road has a central single lane seal and crosses Newcastle Creek on a causeway some 200m long. This causeway can be covered in flood conditions for several weeks or months. During flood conditions, residents in the township and the Station must use a boat to cross the swollen river. Newcastle Waters Road has a simple T intersection from the highway with no turning lane or laybys. There is no wayfinding, orientation or directional signage on site for visitors, no amenities or designated parking areas.

**Highway Rest Area** – About one kilometre south of the Newcastle Waters turnoff is the Highway Rest Area, on the eastern (southbound) side of the highway. The rest area is a popular free camping site for self-sufficient travellers on the highway. The site has basic toilets, a picnic shelter and rubbish bins. It is unlikely travellers who are attracted to this roadside free camping would stay in a paid facility at Newcastle Waters unless the stay in the township gained a reputation as a compelling must-do experience and the Highway Rest Area became a day use point only.



NEWCASTLE CREEK CAUSEWAY CROSSING (TOP), STUART HIGHWAY TURNOFF WITH NO PASSING LANE (BOTTOM)



NEWCASTLE WATERS HIGHWAY REST AREA



NEWCASTLE WATERS TOWN LAYOUT



## 2. Visitation

# BARKLY REGION VISITOR SNAPSHOT

### THREE YEAR AVERAGE 2017 - 2019

#### TOTAL VISITORS



- 125,000 visitors
- 11% of all visitors to NT
- (COVID impact 2021 - Visitor numbers 57,000 ↓ -54%)

#### EXPENDITURE



- \$84M
- Avg spend per trip \$677 pp
- (COVID impact 2021 - Expenditure \$17M ↓ -80%)

#### DOMESTIC VISITORS



- 89% of all visitors to the Barkly are domestic.
- Top domestic visitors:
  - Territorians - 38%
  - Queensland - 14%
  - VIC - 13.5%

#### INTERNATIONAL VISITORS



- 11% of all Barkly visitors are from overseas. Top international visitors:
  - Germany - 21%
  - France - 14%

#### HOW LONG DO THEY STAY



- 2.6 nights average

#### TRAVEL GROUP



- Top categories:
  - Alone
  - Adult couple
  - Friends / family

#### AGE



- Top age group:
  - 40 - 54 years
  - 15-29 years
  - 55+ years

#### TOP INTERESTS



- Eating out / dining - 32%
- Sightseeing - 20%
- Pubs / Clubs - 18%
- National Parks - 16%
- Aboriginal culture - 13%
- Bushwalking - 10%

#### WHERE DO THEY STAY



- Top accommodation choices:
  - Caravan /campground
  - National Park or free camp
  - Hotels

SOURCE: Barkly Regional Report 2017-2019, Tourism NT



## 2.1 Regional offer

The Stuart Highway is the most travelled route in the region and most drive tourists to the NT travel this route from Alice Springs to Katherine and Darwin. For many it is simply a journey to connect these places and not one where they intend to stop along the way.

The Stuart Highway has the potential to become a great journey if the sites along the way are brought to life to become vibrant attractions. Newcastle Waters is one of the best visitor opportunities on the Highway. Value adding to the Newcastle Waters experience is vital in attracting visitors to explore the broader region, encouraging them to slow down and stay. With the support of Tourism Central Australia, Tourism Top End and Tourism NT, visitor experiences and itineraries should be packaged with offers such as:

- Tennant Creek – Battery Hill Mining Centre, Tennant Creek Telegraph Station, Kunjarra (Devil’s Pebbles), the Nyinkka Nyunyu Cultural Centre
- Banka Banka Station overnight station stay
- Elliott town heritage
- Longreach Waterhole (access permitting)
- Frew Ponds Historic Site
- Daly Waters Hotel and historic precinct.





Newcastle Creek  
Newcastle Waters Historic Township

## 3. Trends & demand

### 3.1 Heritage tourism<sup>1</sup>



- **Visitors:** 568,000 annually (28% of all NT visitors)
- **Nights:** 4.2M (Avg stay 7.4 nights)
- **Origin:** International (72%), Interstate (31%), Intra-Territory (9.4%)
- **Accommodation:** Hotel (58%), Caravan / campground (25%), private (20%)
- **Age:** Similar split between age groups from 15-65+ years
- **Travel party:** Adult couple (33%), friends or relatives (25%), alone (20%)
- **Activities:** Museum or art galleries (20%), Heritage buildings or sites (19%)

### 3.2 Aboriginal tourism<sup>2</sup>



- **Visitors:** 459,000 annually (23% of all NT visitors)
- **Nights:** 2.9M (Avg stay 6.4 nights)
- **Origin:** International (69%), Interstate (20%), Intra-Territory (9%)
- **Accommodation:** Hotel (58%), Caravan / campground (30%)
- **Age:** Similar split between age groups from 15-65+ years
- **Travel party:** Adult couple (29%), alone (28%), friends or relatives (20%)
- **Activities:** Aboriginal community or site (75%), art or craft (69%)
- **Number of businesses:** Currently 150 Cultural tourism products; 100 owned and operated Aboriginal tourism businesses
- **Interest:** 80% of visitors to the NT are interested in an Aboriginal tourism experience
- **Barkly:** Of all the NT regions, the Barkly region currently receives the lowest number of visitors participating in an Aboriginal tourism experience (6% international, 2% interstate, 4% intrastate)

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<sup>1</sup> Tourism NT Heritage Experiences three year average 2017-2019

<sup>2</sup> Tourism NT Aboriginal experiences three year average 2017-2019

### 3.3 Drive tourism



- **Visitors:** 478,000 annually (24% of all NT visitors)
- **Nights:** 2.1M (Avg stay 4.4 nights)
- **Origin:** Intra-Territory (59%), Interstate (35%), International (6%)
- **Accommodation:** Private (54%), Hotel (32%)
- **Age:** 50+ years (39%), under 29 years (24%)
- **Travel party:** Friends or relatives (31%), adult couple (30%), family (19%)
- **Activities:** Eating out, national or state parks, sightseeing
- **Barkly:** 10% of NT drive visitors are visiting the Barkly, spending on average 1.8 nights in the region.

### 3.4 Caravanning and camping<sup>3</sup>



- Accounts for 44% of all holiday nights across Australia
- Most popular holiday accommodation type for Australians
- National RV ownership growth of 5% per annum
- 400,000 trips & 2M nights spent by Freedom Campers in the NT (2019)<sup>4</sup>



CARAVANNING AND CAMPING IN THE NORTHERN TERRITORY. SOURCE: TOURISM NT

<sup>3</sup> <https://www.caravanindustry.com.au/caravan-camping-critical-to-domestic-tourism-and-regional-australia-recovery-based-on-latest-figures>

<sup>4</sup> Tourism Research Australia, National Visitor Survey, summation by stopover accommodation, December 2019. NT Drive Tourism Strategy



The Jones Store  
Newcastle Waters Historic Township

## 4. Strategic alignment

### 4.1 Newcastle Waters Historic Township Concept Plan

*With support from the National Trust, undertake site master planning including: interpretation plan, visitor infrastructure and amenities, new experiences such as a campground and seasonal store offering benefits for the local Marlinja community, consideration of annual events commemorating droving history. Barkly Region Visitor Experience Master Plan 2018*

In 2019, a Newcastle Waters Historic Township Concept Plan was developed as an outcome of the Barkly Region Visitor Experience Master Plan 2018. Recommendations included:

- Facilitating Aboriginal art and craft sales either as a 'pop up' market during the season or utilising one of the historic buildings
- Developing an on-site campground that could be managed by the Marlinja community in a Camping with Custodian's type arrangement
- Enhancing on-site visitor interpretation
- Creating a sense of welcome and arrival as visitors enter the site
- Landscaping and improving visual appeal of the Drover's Park
- Developing short walks and birdwatching opportunities along Newcastle Creek
- Day use facilities e.g., amenities, water, picnic
- Guided tours and other on-site activities. e.g., bush tucker walks and talks, campfire presentations, cultural art workshops
- Commercial accommodation on-site, potentially utilising refurbished historic buildings
- Tag-along tours to sites such as Longreach Waterhole

- Events and festivals, leveraging from both Indigenous and non-Indigenous heritage
- Partnerships – could include commercial with tour operators establishing a safari campsite or using community owned accommodation
- Indigenous Ranger programs to oversee and manage the site and regional area.

### 4.2 Regional and Territory priorities

A summary of regional and Territory priorities relevant to development of a Newcastle Waters Historic Township visitor experience include:

- Increase tourism in the Barkly Region
- Newcastle Waters – develop off highway campground facilities with historic / cultural product offering and bird watching infrastructure
- Develop Stuart Highway, WWII and pastoral history journey experience
- Increase and / or revitalise regional events
- Develop night-time tourism experiences
- Art experiences
- Install and upgrade wayfinding signage across the region
- Develop multi-day itinerary self-drive options for the region
- Promote the regions natural and cultural heritage
- Support traditional owners and land councils to better access Aboriginal Land for tourism activities
- Build capacity and diversity in Aboriginal tourism and increase offerings
- Infrastructure to support Aboriginal tourism products

- Road and access planning that benefits tourism, safety improvements to infrastructure
- Modernising camping and RV grounds
- Priority experience segments – Aboriginal tourism, Heritage tourism (military and pioneering), Youth tourism (international study tours and domestic edu-tourism), adventure and outdoors (fishing, birdwatching, mountain biking, hiking and 4WDing), food and drink, agri-tourism
- The Barkly Region is an important connector throughout the NT and onwards to WA, QLD and SA – 75% of visitors to the region are drive visitors
- Explorers Way is currently the most travelled cross-border drive. Investment in roadside stops, points of interest and attractions to slow visitors down and provide new experiences.
- Major economic enterprises located in key visitor regions can be encouraged to support heritage and historic sites
- Technology is the key to activating historic sites, combined with guided and on-site interpretive and educational experiences
- Tourism partnerships with pastoral properties.

A comprehensive literature review of documents researched can be viewed at Appendix A.

### 4.3 Legislative considerations

#### NT Planning Scheme 2020

**No Zone** – as per the NT Planning Scheme 2020, the entire township of Newcastle Waters is determined as a No Zone with no regional, sub-regional or area plans in current existence.

Land not covered by a zone is known as unzoned land. Planning controls only apply to unzoned land if any of the following apply:

- [subdivide or consolidate](#) it

- [clear more than one hectare of native vegetation](#)
- an [overlay](#) applies (current overlays include Native Title Register)
- the development is located in [some Aboriginal communities](#).

Observance must be given to the [Clearing of Native Vegetation](#) Requirements

#### NT Heritage Act 2011

The entire Newcastle Waters Townships has been declared a ‘Heritage Place’ and may be subject to impact assessments and approvals through the Heritage Council or NT Minister for Arts and Culture and Heritage.

#### NT Supplements to WSAA Codes (2002)

Developers, contractors and other providers must use the Northern Territory supplements to the Water Services Association of Australia (WSAA) codes to plan, design and construct. These codes describe the requirements for water supply and sewerage works.

#### Native Title Act 1993

Determination of Native Title recognises Aboriginal and Torres Strait Islander peoples’ rights over their land and waters, according to their traditional laws and customs. While the Native Title rights recognised will be specific to each determination, they may include as the rights to:

- maintain and protect sites
- use the land for hunting or ceremony
- camp and live on the land
- share in money from any development on the land
- have a say in the management or development of the land.

# JUNCTION HOTEL

In return for a clearance of their debts to the Storekeeper, Jack Sargeant, creditors built the Hotel for him in the early 1930's.

Max Schober took over the Hotel shortly afterwards, and his name and the Junction Hotel became synonymous. A Store was built next to the Hotel in the 1950's, and Max managed both establishments.

Between 1935 & 1955 accomodation and facilities were built behind the Hotel.

Being at the junction of the Great Droving Routes (hence the name), and the Stuart Highway, the business thrived.

In later years Schober moved his business and transferred the Hotel licence to Elliott.

The properties were sold and the Junction Hotel operated a Bottle Licence before it was sold to Newcastle Waters Station.

The Hotel was closed down in 1976.



Australia  
1788-1988

LOT 7

DARWIN ENGRAVING & SIGNS PH 818785

Commemorating the Junction Hotel  
Newcastle Waters Historic Township



## 5. Opportunities and challenges



### Opportunities

- Acquisition of properties currently privately owned (CPC properties, Peter Schubert)
- Heritage grants – CPC has previously received
- Working together with partners – establishment of a Newcastle Waters Town Advisory Committee as a forum to discuss opportunities and challenges and provide support
- Marlinja Community Art Centre – potential to utilise vacant community centre as an art workshop, sales via Jones Store
- Campground with suitable facilities as a new tourism venture providing benefits for the local Marlinja community
- New dump point being installed in Elliott
- Significant birdwatching site – create a bird watching experience and walking trail connecting the township to Newcastle Waters Creek
- Capacity building Marlinja community – interested in tour guide training and business development
- Establishment of new Indigenous Ranger Group based in Elliott. Opportunity for Ranger Group to support conservation and servicing of town and surrounding area
- Bush garden – bush medicine products
- Telling stories from old people of droving days and Wave Hill Walk Off (links and synergies with Camooweal Droving Museum)
- Role of new Aboriginal Corporation Kulamandini representing local families of Marlinja
- Longreach Waterhole – opportunities for exclusive and tag-along tours and packaged experiences from Newcastle Waters Historic Township
- Delivers on a broad range of identified regional and Territory priorities (Aboriginal, heritage, nature-based, drive tourism, education, visitor interpretation, increased visitation and length of stay).



### Challenges

- Land ownership and tenure use approvals or acquisition
- Cattle truck movement in and out of Station at various times
- Existing condition of road access – bitumen potholes on access road and on entering the township, causeway damaged after flooding
- Communication issues and non-continuity of projects and promises
- Visitors trespassing on school and pastoral property, no privacy of school - visitors must be respectful, people live and work in this town and community. Creates biosecurity and visitor safety issues
- No public amenities or facilities
- No existing car parking – visitor drive and park anywhere in the township
- Capacity of Marlinja Community to deliver – requires funding, dedicated coordinator and essential training / business mentoring
- Consideration of social behaviour of community members around campground
- Existing roadside overnight stop along Stuart Highway. Enables free camping, but is also a potential hazard due to location on road bend, waste management and often overflowing during peak season
- No current funding allocated to development and implementation of Master Plan
- Native Title application and determinations
- Aligning with 'Heritage Place' requirements where adaptive re-use is proposed
- Future governance and management.



Australian Inland Mission Church  
Newcastle Waters Historic Township

## 6. Target markets

An analysis of the target markets and expectations for a Newcastle Waters Historic Township experience.



### OLDER COUPLES

- **Who:** Domestic and international retired travellers on a journey of a lifetime (55-80 years)
- **How:** Travelling in a caravan or camper and staying in campgrounds. As long-haul travellers would prefer to stop every 2-3 hours Long-haul drive visitors prefer to stop every two to three hours for a rest or to enjoy an experience on offer.
- **Experiences:** Short to day walks, local history, bird and wildlife watching, rural Australia and Indigenous culture, local food and wine. Will usually stay in destinations for longer but will be mindful of expenditure.



### YOUNG FAMILIES

- **Who:** Australian families looking for a getaway from busy city life
- **How:** Long trips with a caravan or camper; or short school holiday trips in the car or by plane.
- **Experiences:** They want to spend time in nature and learn about different cultures, environment and history. May be both a self-contained budget experience, or a high value family looking for inclusive and quality immersive experiences. Interested in connecting with nature through hiking and learning about local history and culture with interactive experiences (e.g., guided, digital).



### YOUTH TRAVELLERS

- **Who:** International and domestic, often backpackers looking for amazing experiences that they can photograph and share on social media
- **How:** Self-drive in a 4WD or camper or budget tour
- **Experiences:** Seeking immersive, interactive and photo worthy experiences. Interested in hiking, Australian history and culture and participating in cultural workshops, ranger activities, keen to meet and learn from local people. Will be mindful of budget.



### HIGH VALUE COUPLES

- **Who:** Corporate couples
- **How:** Seeking a short and rejuvenating break away from high stress, city-based roles. Likely fly in and have all-inclusive package, or Territorians looking for a weekend away.
- **Experiences:** Unique, high quality eco / nature-based accommodation (glamping) and exclusive experiences (e.g., guided tours to Longreach Waterhole).



### EDUCATION GROUPS

- **Who:** Primary and secondary school groups
- **How:** On excursions and education-based trips that meet the Australian curriculum, generally facilitated by education travel specialists / coach tours
- **Experiences:** School trips and excursions need to deliver justified learning outcomes that meet the national education curriculum. Teachers will be seeking experiences that provide this (history, Aboriginal culture, science / environment etc). Hiking, camping and highly interactive experiences that are easy to understand and will immerse students e.g., hands on cultural workshops and ranger guided experiences, learning props (look and touch).



### TOUR GROUPS

- **Who:** Tour guides leading a broad mix of visitors depending on type of tour. Budget / youth, private family & friend groups, high value travellers
- **How:** Budget tour groups may camp with tour guide overnight. High value groups will generally be day visitors only, returning to accommodation overnight (may be through 4WD tour or air tour)
- **Experiences:** Tour guides will be leading groups to the best of experiences that cater for visitor needs. May seek enhancement of tour by joining cultural experiences and activities, supporting local art and craft sales or contracting a private guided experience by a local Aboriginal tour guide.



The Jones Store  
Newcastle Waters Historic Township

# 7. Newcastle Waters Historic Township Master Plan

## Vision

Newcastle Waters Historic Township is celebrated for its role in making the Territory what it is today. It's a place where history comes alive, and ongoing cultural and natural values are shared and respected.

## Goals



Protecting and enhancing the presentation of the values of Newcastle Waters Historic Township and surrounds



Sharing stories – visitor interpretation, guided experiences, events



Working together – multiple beneficial partnerships driving the success of the township and region



A vibrant hub – training, Indigenous Rangers, improved liveability, increased visitation and satisfaction, economic development and growth.

## Actions

Native Title considerations	Bush medicines	Advisory Group	Art Centre
Heritage and environmental considerations	Art centre	Communication Strategy	Campground and accommodation
Indigenous Ranger Group	Cultural workshops	Project coordination	Retail / dining
Detailed design and appropriate construction	Visitor interpretation detailed designs and installation	Governance and funding	Training and capacity building
Access and road safety	Tour guide training	Negotiation of land acquisition or use	Indigenous Ranger Group
Respecting nature, culture and community	Walking trails and bird hide		Marketing Strategy
	Tag-along tours		

## 7.1 Guiding considerations

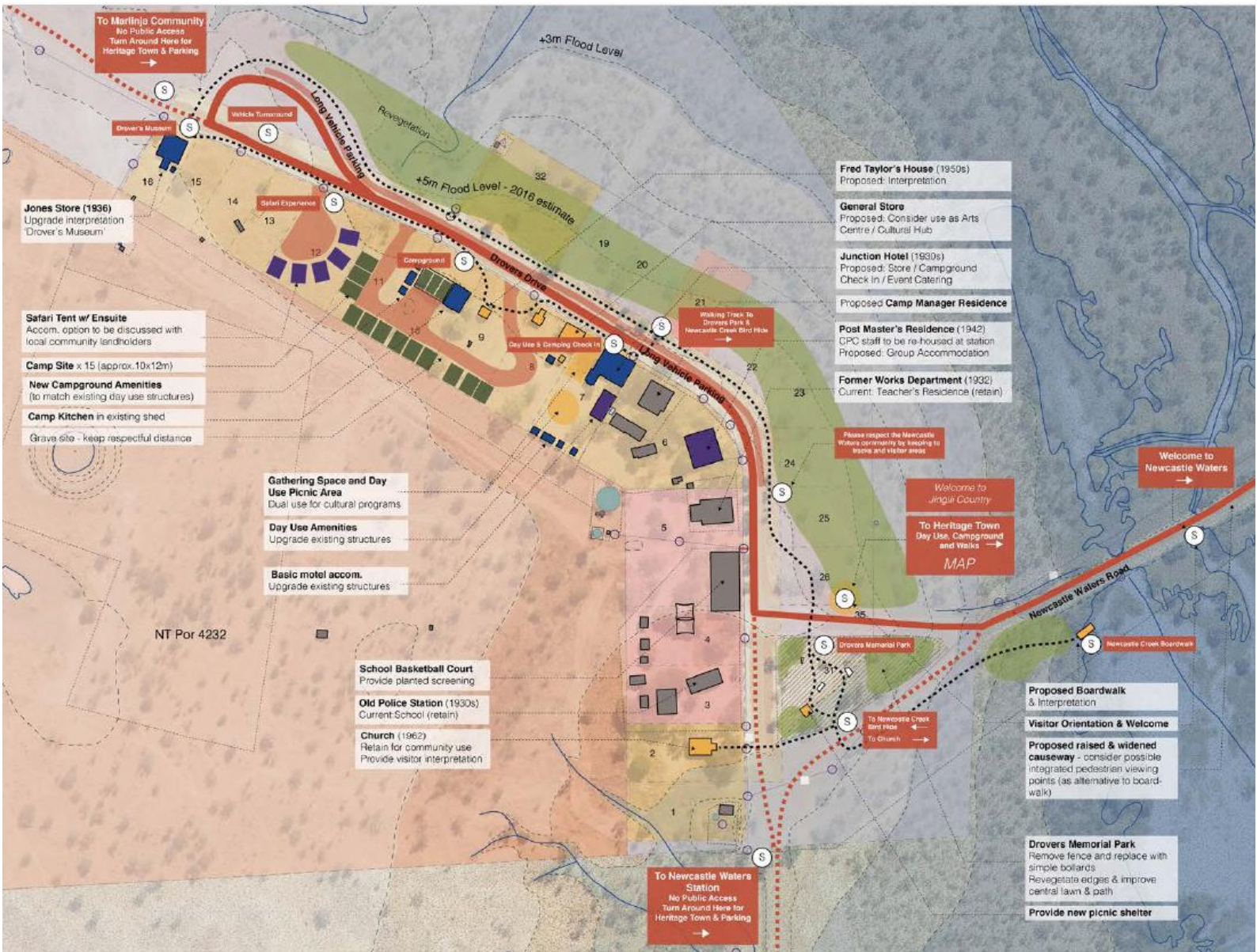
Core considerations and directions for Newcastle Waters include:

- **Manage interaction with Station, School and Community** - provide clear, early signage and directions to heritage precinct as primary tourism stopping point.
- **Retain heritage streetscape** – set back development behind heritage frontage and consider low key street facing signage.
- **Development focuses visitor experience around existing heritage precinct** and services to south western side of Drovers Drive.
- **Integrate and share amenities between day use and caravan park** – provide high quality gathering space and amenities that services both users efficiently, whilst also clearly providing distinct day use and caravan park services where necessary.
- **Revegetate creek side of Drovers Drive** – provide bollards to manage vehicle movement, long vehicle parking and walking track.
- **Preservation through use** – emphasise adaptive reuse of existing heritage structures wherever possible – prioritise this over providing new structures.
- **Provide one-stop-shop that combines all tourism offerings** – to support limited capacity in community to manage multiple operations.
- **Provide appropriate locations for cultural program activities** – including central yarning circle, functional heritage structures and links to Newcastle Creek.
- **Understand Newcastle Creek birdlife and cultural values** as a core element of the visitor experience – provide attractive bird hide visible from road entry that reinforces this and link clearly with walking track to heritage precinct.
- **Use walking track to link visitor experience** - Visitor experience narrative to flow from heritage precinct ('pioneering' story) through to Drover's Park (droving story), through to Newcastle Creek bird hide (natural and cultural values).
- **Provide low maintenance upgrades to Drover's Park.**
- **A boutique and unique experience** – catering for high day visitation with low volume overnight experiences, bringing to life the essence of a night in a 'small historic town'.
- **Proposed staged approach** with possible future serviced safari tent accommodation as capacity and market is appreciated.



VISUALISATION - RETAINING THE ESSENCE OF THE HERITAGE STREETScape

## 7.2 Site Plan



### Legend

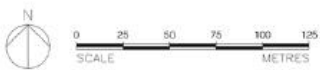
- Road
- Fence
- 1m Contour
- Cadastre
- Building
- Power Line / Pole
- Intermittent Watercourse
- +5m Flood Level (approx)
- +3m Flood Level (approx)
- Creek Flow Level

### Tenure

- Crown Lease in Perpetuity
- Freehold
- Govt Set Aside
- Perpetual Pastoral Lease
- Reserve
- Vacant Crown

### Directions

- Proposed Serviced Upgraded Heritage Structures
- Proposed Unserviced Upgraded Heritage Structures - Public Access 'Shells'
- Private Access Buildings
- Accommodation Opportunities - Safari Tents and or Heritage Adaptive Reuse
- Camping Sites (10x12m)
- Proposed Revegetation
- Proposed Walking Track
- Proposed Signage





### 7.3 Game changing projects

In consultation with Marlinja Community members, project partners and stakeholders, a range of game changing project priorities have been identified. Each recommendation aligns with the guiding principles established.

- Sense of welcome and arrival, orientation and visitor interpretation, seamlessly linking the Newcastle Waters Historic Precinct experience
- Adaptive use of the Junction Hotel as a commercial space with basic dining, retail, accommodation reservations, tour bookings and visitor interpretation
- A unique ‘night in a small historic town’ experience with small campground facilities and basic accommodation including budget rooms, glamping and the potential for a unique stay in one of the restored historic homes
- A cultural hub enabling local Marlinja Community members to produce, showcase and sell traditional arts and crafts and share culturally appropriate stories
- Adaptive use of the Jones Store as a celebration of Newcastle Waters history. A place to share stories of Traditional Landowners, explorers, pastoralists, drovers, business owners, residents and the unforgettable characters that contributed not only to the township, but the identity of the Northern Territory
- Nature based experiences including walkways to Newcastle Creek, featuring visitor interpretation and guided experiences that showcase the natural and cultural values of the area
- Visitor facilities including amenities, vehicle parking (RV friendly) and picnic facilities.

For detailed concepts and site plans, please refer to the Newcastle Waters Historic Township Investment Prospectus.



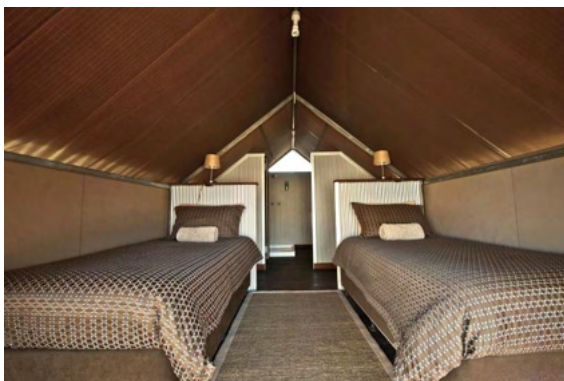
CONCEPT VISUALISATIONS NEWCASTLE WATERS HISTORIC TOWNSHIP

## Concept examples

### Camping with custodians



The Imintji Community is situated along the popular Gibb River Road touring route connecting visitors to several attractions along the way. Imintji was the first Camping with Custodians experience to open in 2016. Starting with 20 campsites including toilets, hot showers, grassed picnic area and BBQs, the success of the Imintji Campground saw an additional 30 sites developed. The campground is managed on a rotating roster by two community members who service the area every day. The campground also includes a safari camp (currently leased by the community to APT), a store and art gallery all managed by the community.



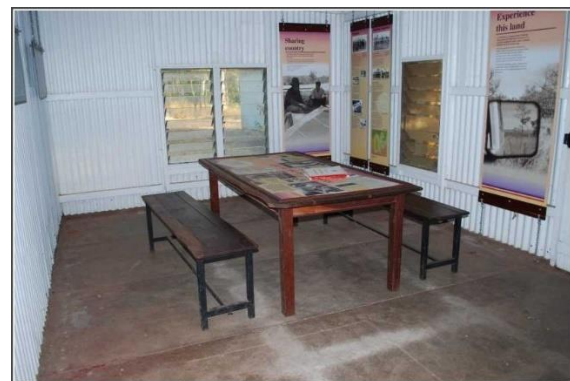
### Heritage assets adaptive use



Near the townships of Leigh Creek and the famous Oodnadatta Track, Farina Ruins lies on the pastoral lease Farina Station.

Farina Station has utilised existing historic buildings and created unique accommodation experiences and guided / self-guided visitor interpretation experiences. There is also a campground with bush showers and toilets.

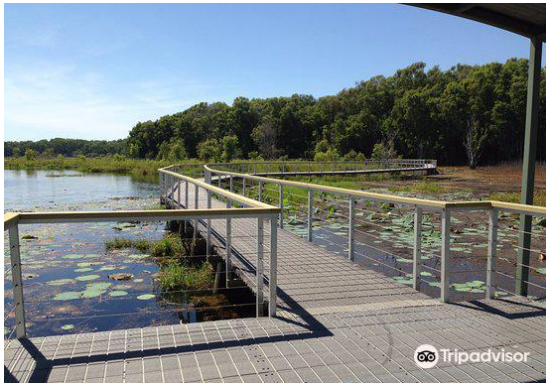
During the peak season, the old underground bakery Scotch Oven is re-activated, baking fresh goods which are a popular drawcard for visitors.



Managed as part of the Judbarra / Gregory jointly managed National Park, Bullita Homestead has been restored and today contains many stories about 'both ways' history of Traditional Owners, explorers, pastoralism and joint management.

Visitors can freely explore the old homestead and stock yards. The site contains a park managed campsite and 4WD experiences along the old Barkly and Auvergne Stock Routes.

## Birdwatching



The Fogg Dam Conservation Reserve is one of the most accessible locations to view bird and other wildlife in the Top End's iconic wetlands. A 45-minute drive from Darwin, Fogg Dam is a RAMSAR listed internationally significant wetland which holds strong cultural significance for the Limilngan-Wulna people. Nearly 200 different bird species have been found in the Fogg Dam area. Visitors can enjoy a range of short walks and boardwalks across the wetlands, bird hides and viewing areas. A range of visitor interpretation is offered sharing stories about bird and wildlife, habitats, flora and Aboriginal culture.

## Cultural tourism



Bush Ghoodhu Wongutha Tours in Kalgoorlie tells both sides of the Kulgoorluh (Kalgoorlie) story.

A range of tours are offered incorporating bush tucker, traditional practices (spear throwing), storytelling, overnight on country camps and town heritage tours.

The town tour focuses on the unique first history of Kalgoorlie right through to modern day, connecting visitors to both the deep history of the Wongutha people and the transformation of Kulgoorluh into a mining town.

A family-owned business that connects 'both sides' of the cultural and mining stories, a truth-telling that creates one all-encompassing story of culture, nature, non-Indigenous heritage and life today.



Pudakul Aboriginal Cultural Tours at Lambell's Lagoon in the Top End offers a range of daily interactive cultural tourism experiences. From bushtucker walks and tasting, painting and craft workshops, spear throwing and digeridoo demonstrations. Pudakul also provides on-site 'glamping' style accommodation and offers packages for tour, school and private groups.

## 7.4 Visitor interpretation

*Newcastle Waters Historic Township has an incredible story to share. From rocks and landforms shaped over 2,500 million years; an important ceremonial grounds and meeting place of several Aboriginal clans; a campsite for European explorer John McDouall Stuart while attempting to traverse the continent from south to north; one of the first pastoral stations in the Northern Territory still working today; a junction point for mighty stock routes; a military post during World War II; and the starting point of the Wave Hill Walk Off as Aboriginal stock workers fought for equal pay, this once short-time capital of the Northern Territory seemingly in the middle of nowhere was once the true beating heart connecting the vast corners of Australia.*



SCULPTURAL INSCRIPTION AT THE DROVER'S MEMORIAL PARK

### The importance of visitor interpretation:

- Communicates with visitors of all ages from all over the world, each with different interests and language abilities, in many different ways.
- Helps visitors understand and be aware of our natural and cultural values, how and why they are important and need to be protected.
- Connects visitors to us, our places, our stories. They become a part of the story and feel responsible for it too.
- Provides educational messages, encouraging visitors to care for country and to stay safe.
- Empowers us to share stories that keep our culture and country strong for future generations.
- Creates job opportunities for people to share stories (tour guiding, cultural activities).
- Stretches beyond Newcastle Waters - people who hear about our story from other visitors want to come and learn about it too.

*'Interpretation helps people enrich their understanding and appreciation of the world, and their role within it.'*

### Interpretation Australia

This section will provide an overview of the visitor interpretation themes, suggested stories, content and examples of interpretive methods that may complement the Newcastle Waters Historic Township experience.

It will be critical to further understand and develop and support Marlinja community engagement in the site and with visitors and to provide appropriate capacity building.

## Newcastle Waters Historic Township themes

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### Welcome

(Drover's Park)

#### Stories:

- Welcome to country from Marlinja community
- Site orientation and maps
- Things to see and do
- Staying safe
- Help us care for country
- Working together – our partners



### The heart of the Territory

(The Junction Hotel, Jones Store, the church, postmasters' residence, Fred Taylor's House)

#### Stories:

- Explorers (John McDouall Stuart)
- Overland Telegraph Line
- Pastoral leases
- Police
- Black cowboys
- Stock routes, dusty days and mustering life (Barkly Stock Route and the Murrarji)
- History of Newcastle Waters Township
- WWII



### Connection to Country

(Marlinja Cultural Centre, bush tucker and nature trail, campground and cultural activities)

#### Stories:

- Creation stories
  - About the Marlinja
  - Remembering the old people (Wave Hill Walk Off)
  - Bushtucker
  - Landscapes
  - Seasonal changes
  - Plants and animals
  - Caring for Country
-

## Stories

### Welcome to Newcastle Waters Historic Township

As visitors arrive at the township, they feel the sense of arrival as they are greeted with a welcome statement, encouraging them to stop and explore.



EXISTING SENSE OF ARRIVAL (TOP) AND VISUALISATION OF ARRIVAL INTO THE TOWNSHIP

### Welcome to country

Welcome to *Tjika* (Newcastle Waters) the traditional lands of the Jingili Aboriginal people. Our families have lived here for generations, coming to this important place for ceremonies, trade, to meet with other Aboriginal clans and as a sanctuary abundant with food and water. Today, many Jingili people live either here at the Marlinja Aboriginal Community or in the nearby

town of Elliott. We hold cultural responsibility and obligations for *Tjika* and we welcome you to our country.

### Orientation

Newcastle Waters Historic Township has an incredible story to share. From rocks and landforms shaped over 2,500 million years; an important ceremonial grounds and meeting place of several Aboriginal clans; a campsite for European explorer John McDouall Stuart while attempting to traverse the continent from south to north; one of the first pastoral stations in the Northern Territory still working today; a junction point for mighty stock routes; a military post during World War II; and the starting point of the Wave Hill Walk Off as Aboriginal stock workers fought for equal pay, this short-time capital of the Northern Territory seemingly in the middle of nowhere was once the true beating heart connecting the vast corners of Australia.

You are welcome to explore the stories of Newcastle Waters Historic Township, we ask however that you are respectful of the people that still live and work here today. Please follow the directional signs to help us protect the unique history, culture and nature of this special place.

### Recognition of partners

Marlinja Aboriginal Community, Northern Territory Government, Barkly Regional Council, NT National Trust, Newcastle Waters Station, Mates of the Murrniji.

### Staying safe and showing respect

Newcastle Waters Historic Township holds cultural, natural, social and agricultural importance. While the residents of Newcastle Waters and Marlinja community welcome you to learn about this special place, we also ask that you respect our home and our work. Please follow all safety and directional signage, keep to the marked paths and be mindful of cattle trucks and other vehicles.

## Things to see and do

### The church and old police station

In 1962, the Aboriginal Inland Mission of Australia erected a Sidney Williams hut to be used as a church. The lot rental from the Station was one shilling per year. The ownership of the church was handed back to Newcastle Waters Station in the late 1970s. Although not used anymore as a regular church, many functions have been held in here throughout the years such as weddings, funerals, christenings, the end of year school play where the audience traditionally sit on hay bales and for community Christmas carols by candlelight.



Increased traffic along the stock route required a police officer to be stationed at Newcastle Waters. A single police constable supported by an Aboriginal officer arrived in 1920, with a two-storey police dwelling later constructed by the Newcastle Waters Station in 1928. With the establishment of the township of Elliott, the police station was decommissioned and later demolished in 1964.

### Old Post Masters Residence

The old Post Master's residence was built in 1942 along with the upgrading of the Telecom installations. The residence housed the engineer and his family and became the lifeline of the region also acting as a post office. Morse code telecommunications and later a public phone was installed, providing access for residents, drovers and travellers to connect with families, bosses and cattle buyers. The residence was vacated in 1979 with Telecom moving to Elliott.



### The Junction Hotel

The Junction Hotel is the vibrant hub of the township. Centrally located, the Junction Hotel will be the hub for visitor information, bookings for tours and accommodation check in, retail, basic dining and visitor interpretation.

The Junction Hotel was first established by local storekeeper, Jack Sargent in 1931. A welcome stop over for drovers and travellers alike, the store was built using scrap materials by those owing debts to Jack. A proper 'watering hole' was finally established and licensed in 1932.

The Junction Hotel closed in the mid 1960's with its liquor license being transferred to the Elliott Hotel and Jones Store ultimately closing its doors in 1985. The Newcastle Waters Township was formally heritage listed on 11 November 1993.



VISUALISATION OF THE JUNCTION HOTEL AS AN INTERACTIVE HUB AND COMMERCIAL SPACE

## General Store

Marlinja Community Cultural centre – a hub for sharing ancient living culture, caring for country, sales of artwork, meet the artists.



THE GENERAL STORE VISUALISATION AS A MARLINJA CULTURAL CENTRE

## Fred Taylor's House and Grave

Fred Taylor was held in high esteem as a gentleman in Newcastle Waters and beyond. An Aboriginal man raised at Newcastle Waters, Fred had a natural ability for drawing, architecture and practical building. His skills were fundamental in the original designs of the Jones Store. Fred spent his latter years living in the one roomed galvanised iron hut that still stands today. You can pay your respects to Fred at his grave site, resting underneath a shady tree behind his home.



FRED TAYLORS HOME

## Jones Store

The Jones Store celebrates the vibrant history of the township and the many characters that defined its identity and place in Territory history.

From 1935 onwards, the Jones Store served as a general store, butchery, bakery, saddlery, poultry business and family home. Now owned by the National Trust, restoration work of the Jones Store is largely undertaken by volunteers.

To be an unmanaged and accessible experience, the Jones Store will share stories of:

- European exploration
- The Overland Telegraph Line
- How the town came to be (replica display model)
- The Murrnaji Track and stock routes
- Station work and droving days
- Black cowboys and the Wave Hill Walk Off
- Life at Newcastle Waters – schooling, races, parties, weddings, flight arrivals and plane crashes, WWII
- Meet the characters of Newcastle Waters
- Drover's commemoration
- The role of the NT National Trust and importance of the preservation of Newcastle Waters Historic Township today.

Stories to be confirmed in a future Content Plan providing appropriate wording and images for signs and visitor interpretation. A broad range of resources exist which can be drawn upon and authenticated such as:

- Newcastle Waters Historic booklet, National Trust
- Elliott in the Middle of Everywhere, Peter and Sheila Forrest, 2012
- The Jones Store: a social history of an outback store, Peter Jones, 2016
- Newcastle Waters resident profiles, Sally Martin / Territory Q
- Northern Territory Library and Archives.



## Practice in action

### The Drover's Camp Camooweal



Established by the Drover's Camp Association in 2005 as a facility to preserve and present Australia's rich droving history. Visitors pay an entry fee, with guided tours included. A bush gallery with art sales is also situated at the centre. Each year the Association hosts the Drover's Camp Festival with a range of events and activities commemorating droving history.

### Longreach Stockman's Hall of Fame



Since opening in 1988, the Stockman's Hall of Fame has welcomed over one million visitors. In 2021, \$15 million was invested into enhancing the experiences of the Stockman's Hall of Fame.

The experience covers the storytelling themes of explorers, stock workers, pastoralists and Aboriginal people with varying interpretive techniques from audio visual, static, guided, live stockman's show, immersive, augmented reality, puzzle solving, hands on and digital. Stories connect to ancient Aboriginal stories while also acknowledging the significant role Aboriginal people played in pastoralism. The centre includes a cinema and café.

### Bombing of Darwin



The Bombing of Darwin experience at the Darwin Waterfront brings to life the stories of Darwin's devastating attack in 1942. Visitor interpretation features life size holograms, interactive storytelling where visitors can ask historical characters questions, virtual reality experience of the bombing, life-sized plane replicas, aerial view model and siren experience of the bombing impact to Darwin and surrounds.

### Warradjan Aboriginal Cultural Centre



The Warradjan Aboriginal Cultural Centre in Kakadu National Park incorporates a 'two-way' storytelling from the perspective of Bininj/Munggyu people. In addition to creation stories, artefacts and interpretive installations, Bininj/Munggyu share stories about changes they have faced such as explorers, pastoralism, WWII, the stolen generation, mining and movement of their country into a national park.

## Newcastle Creek Walk

Newcastle Creek is an oasis in one of the hottest and driest parts of Australia. Recognised as a ‘splendid reach of water’ by explorer John McDouall Stuart, during the wet season (December – April), Newcastle Creek floods making the road into the township inaccessible. Station workers and Marlinja Community members will ferry in an out via boat to access essential goods and services. The flood waters flow through to Longreach Waterhole, which stretches some 70 kms to Lake Woods, a large ephemeral wetland which is a significant conservation area to the south of Elliot.

In the dry season (May – November), the water recedes leaving permanent waterholes which are a sanctuary for birds and other native wildlife and a welcome recreational respite for local people.

Jingili Aboriginal people have been caring for the natural environment of *Tjika* (Newcastle Waters) for generations. The Creek is a sacred place where many ceremonies were held between various clan groups. The Marlinja Community is only a few kilometres away from here, descendants of the Jingili people, the community still cares for country today.

The permanent water source made it a much-desired area for cattle, with Newcastle Waters Station one of the first established in the Territory in the 1880s.

As you walk down to the Creek along the marked trail, take the time to learn about the plants and bush tucker which has sustained generations of Jingili people. Once you reach the creek, stop, look and listen – you will be rewarded with a range of birdsong and may catch a glimpse of the majestic Brolga wading in the shallows, brightly coloured Budgerigars in rhythmic flocks, the Australian Pelican effortlessly floating on the surface or the Wandering Whistle Ducks huddling together on the banks.



EXISTING REGIONAL BIRD LISTS



VISUALISATION OF NEWCASTLE CREEK WALKING TRAIL AND VIEWING PLATFORM

## 7.5 Investment and feasibility

High level indicative costs have been established for the implementation of the Newcastle Waters Historic Township Master Plan. Total capital cost including property acquisition (including 10% contingency) is \$7.621 million. An overview of project cost estimates can be viewed at Appendix C.

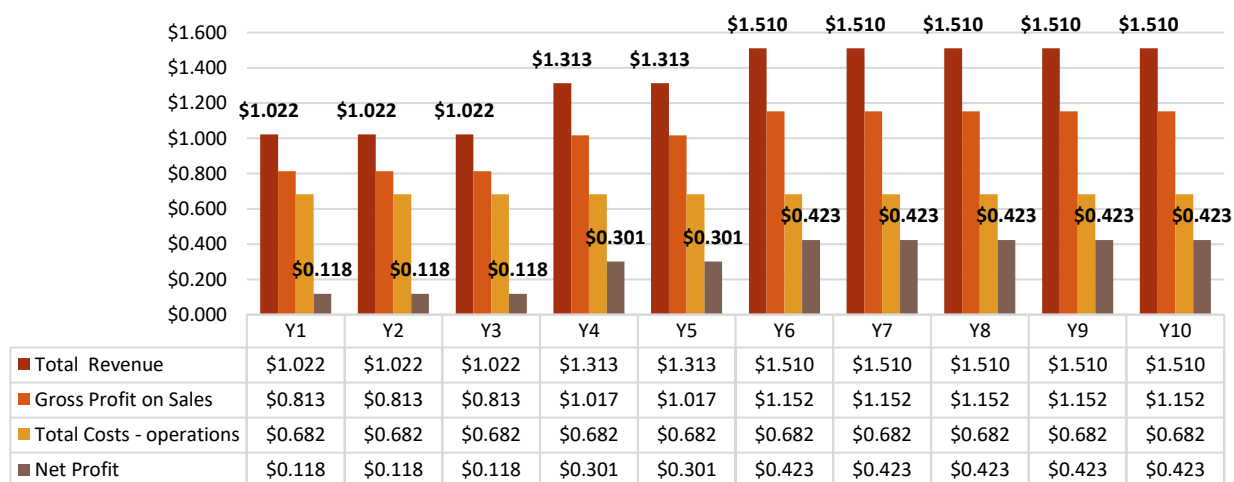
Financial analysis estimates that implementation of the Master Plan will result in:

- Total visitors increase from 17,285 in year 1 to 24,148 in year 10
- Overnight visitors grow from 7,215 in year 1 to 8,128 in year 10 (growth is capped due to total availability offered across campsites, glamping tents and historic accommodation)
- General store customers increase from around 12,100 in year 1 to 16,900 in year 10.
- Participants in cultural programs increase from around 5050 to 9980. Cultural programs revenue attracts the highest annual revenue amount by year 10 resulting in \$399,206.
- Total revenue increases from \$1.022 million in year 1 to \$1.510 million. The growth is due to both the increase in visitor numbers (day and overnight) and an increase in the purchase rate for programs and products.
- A total of 9.5 positions (6 FTE) are created to deliver on-site experiences and programs.
- Total annual operational costs sit at \$682,475.
- Should all recommendations receive grant funding or external investment with no loan, a net profit on operations will achieve \$117,880 in year 1, increasing to around \$422,700 from year 6 onwards.
- If part of the capital costs are funded by a loan, losses after interest are incurred from year 1 to year 5, with a small profit from year 6 onwards. Accumulated losses over the 10-year period are around \$627,500.

### Operations – Case 1 No Loans

The following chart shows the financial result of the site development (development costs and property acquisition was funded by grants).

**Figure 1.** Case 1: Summary Operating Result - No Loans (\$2022 prices)



Source: MCA Modelling & Analysis July 2022

A complete financial analysis can be viewed at Appendix D.

## 7.6 Risk considerations

A range of risks have been identified and require consideration and mitigation during the implementation of the Master Plan.

**Table 2.** Newcastle Waters Historic Township Master Plan risk considerations

Risk	Possible treatment
<p><b>Cattle truck movement</b></p>	<p>Newcastle Waters Station have advised between 5-6 cattle truck plus supply trucks travel in and out of the Station each day along the Newcastle Waters access road.</p> <p>Treatment includes:</p> <ul style="list-style-type: none"> <li>• Warning signage</li> <li>• Additional turn out lane on the Stuart Highway entering into Newcastle Waters</li> <li>• Widening Newcastle Creek causeway and adding pull out areas to enable vehicles to safely pass</li> </ul>
<p><b>Fire management</b></p>	<p>Newcastle Waters Station presently undertake fire management in accordance with NT legislation requirements.</p> <p>Other fire risks may impact the Marlinja Community, campers and natural and cultural values</p> <p>Treatment:</p> <ul style="list-style-type: none"> <li>• Work together with the Station, community, Bushfires NT, Barkly Regional Council and future Elliott based Indigenous Ranger group to coordinate appropriate bushfire mitigation programs.</li> </ul>
<p><b>Flooding impacts and inaccessibility</b></p>	<p>During the wet season, the Newcastle Creek is subject to flooding, cutting off the access causeway up to six weeks. During this time, Marlinja Community and Newcastle Waters Station residents become trapped. Many Marlinja Community residents noted relocating to Elliott during the wet season to ensure access to goods and services required to sustain life.</p> <p>The Station will place a vehicle on the other side of the causeway and use a boat to ferry staff and goods.</p> <p>Treatment:</p> <ul style="list-style-type: none"> <li>• Work together with DIPL on road access issues, giving potential consideration to raising and widening the causeway to reduce the impact of flooding to the community and Station operations.</li> </ul> <p>A flood impact map from previous years can be viewed at Appendix E.</p>

Risk	Possible treatment
<p><b>Highway turn-off</b></p>	<p>Issues have been noted by community members, Station staff and Barkly Regional Council staff and members about the risk posed by the Newcastle Waters Historic Township highway turnoff.</p> <p>There is presently no separate passing lane and the turn-off is at a curved point of the road impacting visibility on a 130km/hr highway.</p> <p>Incidents and near misses have been recorded and reported to the Barkly Regional Council.</p> <p>Treatment:</p> <ul style="list-style-type: none"> <li>• Working with DPI on widening the highway at the turn-off to enable a separate turn-off lane.</li> <li>• Reducing speed limits at turn-off</li> <li>• Installing adequate road safety signage to ensure road users are aware of the upcoming turn-off.</li> </ul>
<p><b>Environmental, cultural and historical impacts</b></p>	<p>Marlinja Community members have advised there are Sacred Sites to consider in and around the township.</p> <p>Environmental impacts need to be considered particularly surrounding Newcastle Creek.</p> <p>As the Historic Township is heritage listed, careful consideration and advice will need to be provided on the appropriateness of adaptive re-use proposals.</p> <p>Treatment:</p> <ul style="list-style-type: none"> <li>• Sacred Sites will need to be confirmed and reviewed together with the Aboriginal Areas Protection Authority.</li> <li>• Much of the proposed recommendations within the Master Plan are utilising existing structures or disturbed areas. An environmental impact assessment will need to be undertaken around the Newcastle Creek area as an important bird and wildlife habitat, particularly if causeway upgrades, walking track and bird-hide/viewing platforms are established.</li> <li>• Work together with the NT National Trust and NT Heritage Branch to undertake historical evaluations on the appropriateness of adaptive re-use and any modification/repair work required.</li> <li>• Future decision-making must involve relevant Traditional Owners / Marlinja Community members, who should be involved future governance.</li> </ul>

Risk	Possible treatment
<p><b>Land tenure</b></p>	<p>As presented on Table 1, p. 8 a range of land tenures and ownership needs to be considered prior to implementing this plan.</p> <p>Treatment:</p> <ul style="list-style-type: none"> <li>Engage with the Northern Land Council to facilitate negotiations with Traditional Landowners and identified Indigenous lot holders</li> <li>Liaise with CPC and other non-Indigenous landowners on sale / lease options of assets and lots currently held</li> </ul>
<p><b>Investment, management and capacity</b></p>	<p>A sound and secure governance structure is required to undertake project management, implementation and ongoing site management.</p> <p>Investment will not turn a profit if independently funded through loans</p> <p>Local Newcastle Historic Township residents and Marlinja Community members do not have the current capacity to invest or manage this project alone.</p> <p>Treatment:</p> <ul style="list-style-type: none"> <li>Formalisation or confirmation of an appropriate entity – community, corporation, Trust or precinct management body that can undertake all facets of future sustainable management and delivery of Newcastle Waters Historic Township as a tourism asset, product and experience.</li> </ul>
<p><b>Biosecurity and visitor safety</b></p>	<p>The Newcastle Waters Station have expressed concerns about visitors entering the cattle station. Visitors accessing the Station creates biosecurity risks to the station and potential visitor safety concerns.</p> <p>Treatment:</p> <ul style="list-style-type: none"> <li>Future governance structure and decision-making must involve Newcastle Waters Station / CPC representation.</li> <li>Determined management body to work with the Station on mitigation of risks through signage, visitor education, secure fencing and reducing station accessibility to visitors.</li> </ul>

Risk	Possible treatment
<p><b>Newcastle Waters Roadside Rest Area</b></p>	<p>Free camping is a common activity occurring along the Stuart Highway and other parts of the Territory.</p> <p>Concerns have been raised about the existing Newcastle Waters Roadside Rest Area adjacent to the Historic Township turn-off. Concerns include the overflow of campers at the site who spill into the cattle station, the reduced visibility with the Rest Area on a road bend creating a potential hazard for oncoming traffic in 130km/hr zone, the waste left behind by 'free campers.'</p> <p>Treatment:</p> <ul style="list-style-type: none"> <li>• The proposed Newcastle Waters Historic Township campground will initially be a small-scale unique experience as a true experience enhancement for the NT. The proposed campground will not be able to cater for the entire current volume of 'free camping' visitors, however as 'free campers' it is unlikely this market will be seeking a paid overnight experience.</li> <li>• Future Newcastle Waters Historic Township Management Body to work together with DIPL on the future evaluation of the Roadside Rest Area as per DIPL's Rest Facilities Strategy 2022. Necessary to ensure sufficient and safe roadside rest areas with adequate waste management for the 'free camping' market, this may include relocation or expansion of the current Rest Area, reduction of speed limits and increased waste management services.</li> </ul>

## 7.7 Management models

A range of management models are available to support the tourism delivery at Newcastle Waters Historic Township:

### Community enterprise

A community enterprise is a business owned, controlled and used by the people who live in a particular geographic area. A community enterprise is a sustainable business that does not rely on charitable donations or government grants or subsidies for its continued existence.

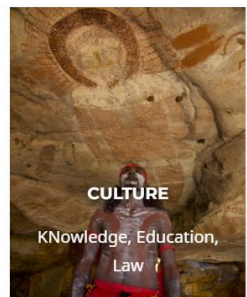
Most community enterprises in Australia are incorporated as co-operatives. There are also a small number registered as unlisted public companies. A community enterprise has primarily commercial objectives. Surplus funds may be distributed to owners of the enterprise and/or for community benefit. Some community enterprises operate as not-for-profit organisations, where surplus funds are retained in the enterprise.

Community enterprises are usually formed in rural towns to provide a service not currently available to the community, or to buy out an existing business in order to save a service that is to be withdrawn from the community.

### Indigenous Rangers

The Wunambal Gaambera Indigenous Rangers in WA's Kimberley region take on a variety of roles. From conservation and land management on Wunambal Gaambera Country through to cultural heritage, visitor and campground management, guided tours and cultural performances.

In addition to caring for country programs, the Wunambal Gaambera Aboriginal Corporation provides additional employment opportunities and generates further revenue through campground fees and guided tours.





## Precinct Management

A Precinct Management Model is a corporation similar to a Body Corporate that consists of membership of a range of precinct property ownership, lease, management and responsibilities. For Newcastle Waters Historic Township, such a Precinct Management body could include representative membership such as Marlinja Community, Newcastle Waters Station, the Department of Education (Newcastle Waters school), NT Government (Tourism NT, DITT, DIPL, Heritage), Barkly Regional Council, NT National Trust, Mates of Murranji, Northern Land Council etc.

An example of a precinct management model is the Darwin Waterfront Corporation. A statutory authority established by the Northern Territory Government under the Darwin Waterfront Corporation Act.

It is responsible for:

- developing, managing and servicing the Darwin Waterfront Precinct for the benefit of the community
- promoting the precinct as a place of residence and business, and a venue for public events and entertainment.

The Darwin Waterfront Corporation is a commercial organisation that operates under an independent governance structure. As a commercial entity under the Department of Chief Minister and Cabinet it receives funding via a grant from that department to deliver government priorities, along with rates and other income for its responsibilities with the Department of Infrastructure, Planning and Logistics.

The Corporation is responsible for negotiating external investment, leases and licences, undertaking property management, infrastructure and services and ensuring sustainable business development.

The Corporation is governed by a Board who direct and monitor the Corporation's performance.

## Friends groups

Friends groups are typically affiliated with a specific conservation park, historic site or other protected area. Member groups may be either 'full' (working on group-determined projects and may or may not be incorporated in their own right), or 'affiliate' (involved with other site management entity endorsed projects).

The objectives of 'Friends' groups are to:

- provide opportunities for public participation in the management of national parks and historic sites
- raise funds to support national parks, historic sites and the social functions of the Friends group
- publicise national parks and historic sites as well as the objectives of the Friends
- provide cultural and social events for the benefit of members, staff and the general public.

Friends groups are often self-financing through a combination of member fees, fundraising and grant funding and often provide vital resources where organisations and government agencies may not have capacity.

An example of a friends group supporting the preservation of a historic township is the Farina Restoration Group Inc, a volunteer organisation formed to stabilise and restore the existing Farina historic town infrastructure and display the history and 'style of life' of an inland Australian township from the 1880's to the 1960's for visitors. Located in remote South Australia, every year between May to July, Volunteers of the Farina Restoration Group run a works program to continue the preservation and exhibition of the old Farina Town. The Volunteers also carry out research into the buildings, people and activities of Farina to support visitor interpretation, research and education outcomes.

A future opportunity for Newcastle Waters Historic Township could be to draw on the NT National Trust Friends group branch in Tennant Creek which could be a potential resource to support restoration projects.

Regardless of the entity chosen, it is imperative that future governance includes the core partners to aid in decision-making for the township. This should include and is not limited to:

- Traditional Owners and Marlinja Community members
- Newcastle Waters Station / Consolidated Pastoral Company
- Barkly Regional Council
- Department of Infrastructure, Planning and Logistics
- NT Government Heritage Branch
- Department of Industry, Tourism and Trade
- National Trust (NT)
- Mates of the Murrnji.



FARINA RESTORATION GROUP UNDERTAKING ANNUAL RESTORATION WORKS OF THE HISTORIC TOWNSHIP

## Enablers

- » Formalisation of a governance structure – Newcastle Waters Historic Township Advisory Committee, Precinct Management Board, community owned entity
- » Building partnerships – working together with each of the contributing partners, landowners and managers towards achieving agreeable outcomes that enhance cultural, natural, pastoral, historical, social, economic, visitor enjoyment and safety values
- » Business development, capacity building and training program for local Marlinja community members interested in delivering tourism products and experiences at Newcastle Waters
- » Environmental and cultural impact assessments
- » Evaluation of the future of the exiting Newcastle Waters Roadside stop, free campers, waste management, safety and purpose
- » Investment options and formalisation of partnerships or commercial operations
- » Detailed design to construction works, tender processes and project management
- » Road audit and risk analysis to ensure safety of visitors, Marlinja Community members, Newcastle Waters Station staff and contractors and Historic Township residents
- » Negotiation of acquisition or lease arrangements for tourism purposes with the current owners of various lots at the township
- » Communication and marketing strategies that ensure regional ‘buy in’ from stakeholders and promote packages incorporating the broader regional and Territory offer
- » Sustainable, actionable and measurable operational management plan.



The Jones Store  
Newcastle Waters Historic Township

## 8. Action plan

This action plan provides an overview of the work required to progress the implementation of the Newcastle Waters Historic Township Master Plan. Actions have been staged for short term (within next 12 months) and mid-term (next 2-5 years) with indicative costs and responsibilities.

Short term (within next 12 month)	Indicative costs	Responsibility
<b>Land tenure and negotiations</b> Confirmation of land tenure and Native Title determination progress	-	NLC, DITT, DIPL
<b>Heritage approvals</b> Confirmation of heritage assessment requirements and approvals. NT National Trust, NT Heritage Branch	-	NT Heritage Branch, NT National Trust, DITT
<b>Advisory committee</b> Establishment of a Newcastle Waters Historic Township Advisory Group to continue oversight, ongoing communication and implementation of this Master Plan	-	DITT, NLC, Marlinja community, Barkly Regional Council, DIPL, NT Heritage branch, NT National Trust, Newcastle Waters Station, Mates of the Murrnaji, Department of Education
<b>Staged approach</b> Work together with the Advisory Committee to develop a project plan for preferred staged delivery of the Master Plan. This may be one game changing project at a time or multiple projects depending on resource availability.	-	Newcastle Waters Historic Township Advisory Committee
<b>Communication Strategy</b> Develop a liaison approach with all partners and communicate with Traditional Owners and NLC, potential investors / funders, visitors, tourism industry, government agencies, community groups, media etc.	-	DITT
<b>Art centre</b> Investigate options to use vacant Marlinja community centre as a community art workshop, with potential future sales and workshop base at Junction Hotel and Store.	-	DITT (business development), NT National Trust (Jones Store permissions), Barkly Arts

Short term (within next 12 month)	Indicative costs	Responsibility
<p><b>Bush medicines</b></p> <p>DITT are currently working together with Marlinja Community members on product and business developments for local bush medicines. Potential future product sales from Junction Hotel</p>	-	DITT (business development), NT National Trust (Jones Store permissions)
<p><b>Training and capacity audit</b></p> <p>Work together with interested Marlinja Community members and identify existing skills, experience and training needs to develop and offer a tourism experience at Newcastle Waters Historic Township.</p> <p>E.g., Tour guide training, retail, business planning</p>	-	DITT (business development)
<p><b>Indigenous Ranger Group</b></p> <p>Identify opportunities for Elliott based ranger group to undertake conservation and maintenance at Newcastle Waters township.</p>	-	NLC, Barkly Regional Council, Marlinja Community
<p><b>Existing roadside overnight stop along Stuart Highway</b></p> <p>Consider re-developing this site as a comfort stop only (no overnight) or relocation / upgrades as per DIPL's NT Rest Facilities Strategy 2022.</p>	-	DIPL, Barkly Regional Council
<p><b>Project management</b></p> <p>Project Manager or Coordinator to lead implementation of Master Plan and support business development and operations of recommendations (campground, guided tours, cultural activities, art sales etc).</p>	\$100,000 annual salary	DITT
<p><b>Governance and funding</b></p> <p>Public, private, joint venture, non-government organisation, Prescribed Body Corporate, IBA, NIAA funding via Marlinja Community or Aboriginal Corporation? Local Government (BRC) grants, heritage grants.</p>	-	DITT, NLC, Marlinja Community, NT National Trust, IBA, NIAA
<p>Negotiation with current landowners for sale or lease of lots</p>		DITT, DIPL, NLC, CPC, NT National Trust, Crown Lands
<p><b>National Trust Friends groups</b></p> <p>Work together with the National Trust NT, Mates of Murrnaji and other Newcastle Waters Historic Township interest groups on future restoration and rehabilitation programs of the town's built and heritage assets.</p>	-	NT National Trust, Mates of the Murrnaji, NT Heritage Branch

Short term (within next 12 month)	Indicative costs	Responsibility
<p><b>Detailed designs to construct includes:</b></p> <ul style="list-style-type: none"> <li>• Walking trails / bird hide</li> <li>• Signage, visitor interpretation and content plan confirming wording/images and methods for sharing stories</li> <li>• Campground</li> <li>• Adaptive re-use fit out of historic buildings (e.g., as a shop front)</li> <li>• Amenities</li> <li>• Access and car parking</li> <li>• Visitor infrastructure</li> <li>• Essential services</li> </ul> <p>Can be undertaken as a staged project implementation approach.</p>	<p>Est. \$100k - \$300k</p> <p>TBA</p>	<p>DITT, DIPL, NT National Trust (for Jones Store related works e.g., interpretation), Power and Water, NLC, Marlinja Community, Newcastle Waters Station</p>
<p><b>Road access</b></p> <p>Confirmation of road access, risks, issues, mitigation and costs</p>	<p>TBA</p>	<p>DIPL</p>
<p><b>Longreach Waterhole</b></p> <p>Identify land tenure and management responsibilities. Opportunities to link in / package with Newcastle Waters Historic Township experience through tours and guided products.</p>	<p>-</p>	<p>DITT, CPC, Barkly Regional Council, NLC, DIPL, Marlinja Community</p>
<p><b>Respecting town residents</b></p> <p>Ensure appropriate screening (natural or other) is installed across the school, appropriate signage and direction for visitors.</p>	<p>\$20,000</p>	<p>Department of Education, DIPL</p>

Mid-term (within 2-5 years)	Indicative costs	Responsibility
Project Management	\$100,000 p.a	DITT, DIPL, NT National Trust
Acquisition or lease agreements of privately owned properties – CPC \$1 million (lots 2, 6, 7 & 8), Peter Schubert \$250,000 (lots 10, 11 & 32), negotiation with local families for land use via NLC / Aboriginal Land Trust (lots 11-15, 19 & 20).	\$2.8M (estimate only)	NLC, DITT, DIPL, CPC, landowners
Roads – DIPL: turn-out lane, causeway, bitumen repairs, directional and safety signage, existing Highway Rest Stop transition to day use	TBA	DIPL
<b>Power and Water</b> Investigate options sustainable power and water consumption including installation of solar to service all future township requirements.	TBA	DIPL
<b>Communication Strategy</b> Continued implementation including liaison with potential partners and supporters (e.g. tourism industry, NIAA, IBA)		DITT
Tender process for construction	-	DITT, DIPL
<b>Training, business and product development.</b> Depending on governance arrangements, continue to support structure through business and operational planning, capacity building, product development and marketing	-	DITT, Barkly Regional Council
<b>Tender awarded and staged construction begins:</b> <ul style="list-style-type: none"> <li>• Campground</li> <li>• Amenities</li> <li>• Walking Trails, bush tucker garden, bird hide</li> <li>• Visitor interpretation</li> <li>• Landscaping</li> <li>• Adaptive re-use of historical assets</li> <li>• Access / car parking</li> </ul>	\$4.3M	DIPL
<b>Marketing Strategy</b> for Newcastle Waters Historic Town products and experience	\$40,000	Tourism NT Site Manager (TBC)
<b>Operational management</b> <ul style="list-style-type: none"> <li>• Procedures</li> <li>• Policies</li> <li>• Financial systems</li> <li>• Recruitment and training</li> <li>• Monitoring and reporting</li> </ul>	\$682,475 per annum	Site manager (TBC)

# Appendices



The Jones Store  
Newcastle Waters Historic Township



## APPENDIX A – STRATEGIC ALIGNMENT LITERATURE REVIEW

### Barkly Destination Management Plan 2020

#### Opportunities

- High demand for Aboriginal and nature-based tourism among Australian and international visitors
- Improve safety and security perceptions/experiences for visitors through environmental design and development
- Capacity for product development leveraging the natural, cultural and historical assets of the Region, to meet the needs of the current market demand
- Maximise strategic planning, investment in tourism and infrastructure, Government services, and stakeholder capacity in the Region
- Land access opportunities for investors
- Support the history and heritage sector to realise the tourism potential of historical sites

#### Gaps

- Visual appeal and attractiveness of the destination
- Limited capacity in Aboriginal tourism product development in the Region
- Barkly considered a transit destination
- Strategic coordination and delivery of infrastructure supporting tourism (signage, vehicle turning points, vehicle parking, rest stop, waste services, internet and communications)
- Accessible tourism

#### Actions

- Newcastle Waters - Develop off highway campground facilities with historic/cultural product offering and bird watching infrastructure
- Develop Stuart Highway, WWII and pastoral history journey experience
- Increase and/or revitalise regional events
- Develop nighttime tourism experience
- Art experiences
- Install and upgrade wayfinding signage across Region
- Develop multi-day itinerary self-drive options for the Region.

## Barkly Strategic Plan 2021

- OBJECTIVE 5.3: Increase tourism in the Barkly Region
- Promote and support the regular updating of the Tourism Master Plan
- Participate in the Barkly Tourism Action Group
- Promote the Barkly as a destination through Council's social media sites
- Support and promote community events
- Provide an annual budget to support community events
- Identify new business opportunities for the Region
- Promote the regions natural beauty and cultural heritage
- Renewable energy opportunities.

## NT Drive Tourism Strategy

- Vision - To deliver self-drive outback adventure experiences that showcase the Territory's iconic natural environments and unique cultural identity.
- Barkly is an important connector region throughout the NT and onwards to WA, QLD and SA
- 75% of the region's visitors are Drive Visitors
- Explorers Way is currently the most travelled cross-border drive
- A key opportunity is to slow visitors down through enhanced visitor experiences and increasing the length of stay in regions. This could be achieved through activating quality visitor attractions such as heritage and cultural sites.
- Roadside stops along the Explorers Way require further investment, particularly improving amenities such as dump points, rubbish disposal and toilets. Investments should be strategically considered, factoring in visitors' preference to stop every two to three hours and stops located at visually appealing locations or points of interest should be prioritized
- History and heritage sites can enrich route journeys and enhance the visitor experience.
- Major economic enterprises located in key visitor regions can be encouraged to support heritage and historic sites
- Technology is the key to activating historic sites, with immersive guided and educational experiences at major sites.
- Partnering with industry associations, educate pastoral leaseholders around tourism opportunities and requirements to run tourism ventures
- History and heritage trail developments

## Tourism NT Industry Strategy 2030

- Consult with and support traditional owners and land councils to better access Aboriginal Land for tourism activities
- Strengthen and showcase the Northern Territory's distinctive Aboriginal cultural tourism experiences
- Build capacity and diversity in Aboriginal tourism and increase offerings; Establish the NT as a destination with a strong Aboriginal tourism offering
- Advocate for upgrades to necessary basic infrastructure which will enable the development of Aboriginal tourism product
- Implement actions identified in the Aboriginal Tourism Strategy to remove or reduce barriers to the investment in and development of Aboriginal tourism product.
- Ensure that tourism benefits are considered as part of assessing and prioritising new road infrastructure
- Develop a plan to modernise camping and RV grounds
- Work with Land Councils and Traditional Owners to develop and consider tourism opportunities along key drive routes.

### Priority segments:

- Heritage tourism (military and pioneering)
- Youth tourism (international study tours and domestic edu-tourism)
- Adventure and outdoors (fishing, birdwatching, mountain biking, hiking and 4WDing)
- Food and drink
- Agri-tourism

### Overall priorities:

- Increase visitation
- Increase private sector investment
- Increase visitor satisfaction

### Other relevant actions:

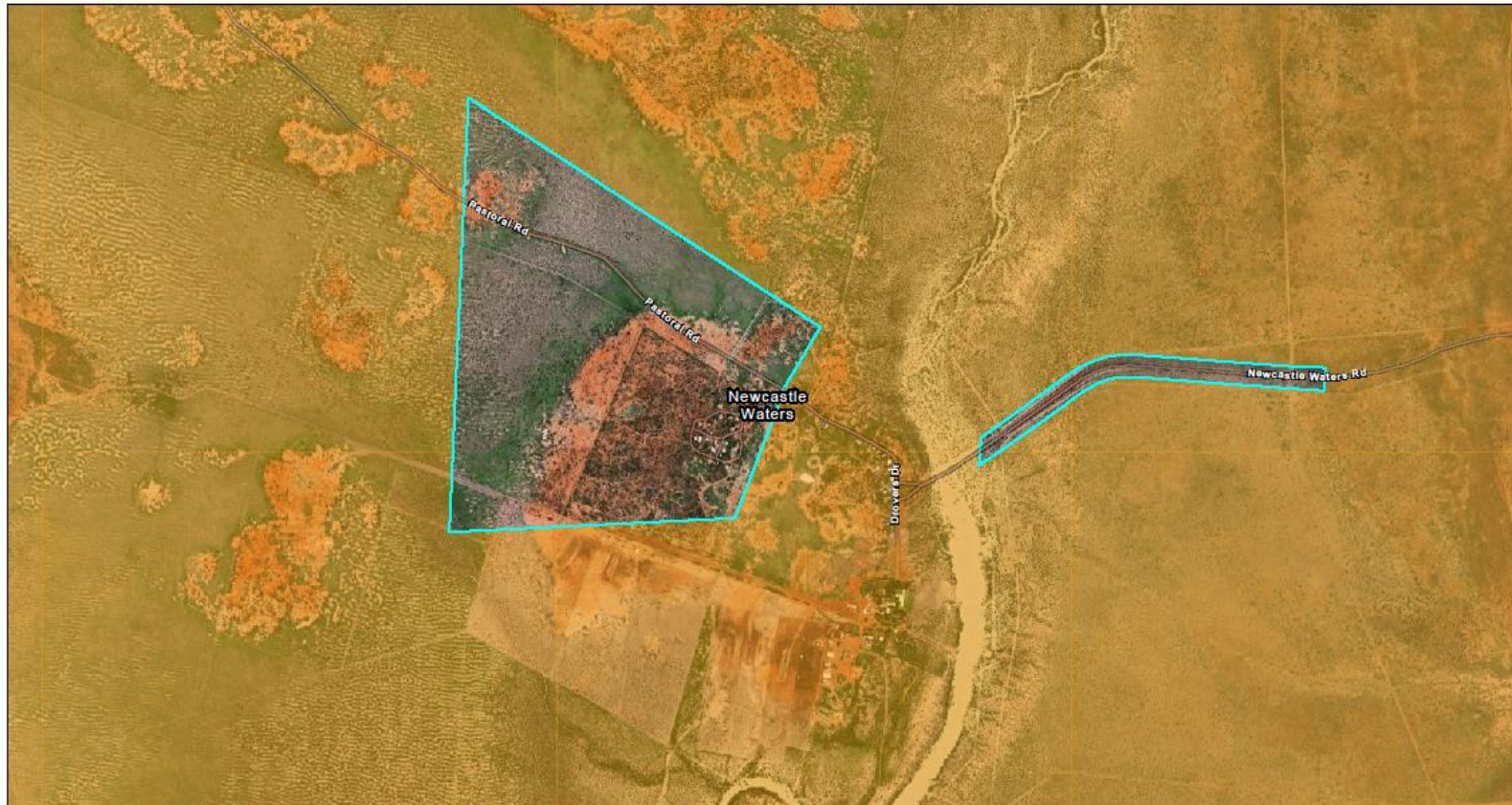
- Safety improvements to existing infrastructure, such as the installation of overtaking lanes. (e.g. Newcastle Waters turn-off)

## Tourism NT Industry Strategy 2030

- Vision: The Northern Territory is recognised as a preferred choice for an Aboriginal Tourism Destination
- Prioritise Aboriginal tourism opportunities in regional DMP development
- Prioritise key infrastructure projects for funding and delivery in accordance with the Destination Management Plans

# APPENDIX B – MAP OF NATIVE TITLE CLAIM AREA – TOWN OF NEWCASTLE WATERS

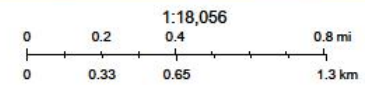
## Native TitleVision Web Map



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Determinations

In effect - Finalised



Esri Community Maps Contributors, Esri, HERE, Garmin, Foursquare, METINASA, USGS, Maxar

Native TitleVision  
National Native Title Tribunal, © Commonwealth of Australia | Maxar | Esri Community Maps Contributors, Geoscape, Esri, HERE, Garmin, Foursquare, METINASA, USGS |

## APPENDIX C – INDICATIVE IMPLEMENTATION COSTS

### Historic Township Masterplan - Upgrades

**Please Note - heritage** conservation and adaptive reuse projects are highly variable in cost, subject to existing conditions, and according to the specified standard of finish of all new works. The figures below are calculated according to BC recommending robust, low-cost material use with simple structural resolution, noting the remote, harsh conditions in the township and considering ongoing maintenance requirements. Rates included in this document are estimates only and take into account cost pressures relating to remote projects and labour and material shortages as experienced on similar construction projects in mid 2022. While rates take this into account, a 10% contingency has also been added to the final total (as noted in the sheet).

Contract Package No. / Staging	Tasks	QTY	UNIT	RATE	TOTALS
<b>STAGE 1</b>	<b>GENERAL HISTORIC TOWNSHIP &amp; CARAVAN PARK UPGRADE</b> - Functional upgrades to Historic Township to support overnight visitors, including wayfinding, facilities and some revegetation			<b>Total Stage 1</b>	<b>\$ 1,007,500.00</b>
<b>1.00</b>	<b>General Historic Township Upgrade</b>				
1.01	Revegetation to Northern Side of Road - preparation and planting for a mix of tubestock and direct seeding	10000	m2	\$7.50	\$ 75,000.00
1.02	Bollards to Northern Side of Road	120	items	\$50.00	\$ 6,000.00
1.03	1m Gravel Footpath - entire loop and connection to Drovers Park	750	Lm	\$20.00	\$ 15,000.00
1.04	Gravel long vehicle parking area	1050	m2	\$20.00	\$ 21,000.00
1.04	Provision of new turnaround	150	m2	\$20.00	\$ 3,000.00
1.05	Removal of weeds, debris, unwanted fencing etc.	100	items	\$50.00	\$ 5,000.00
1.06	Wayfinding signage throughout town - Welcome, No Access and Key Locations	16	items	\$5,000.00	\$ 80,000.00
1.07	General landscaping & revegetation of immediate heritage precinct	2500	m2	\$5.00	\$ 12,500.00
1.08	Yarning circle, picnic area and other furniture	5	items	\$10,000.00	\$ 50,000.00
1.09	... <b>Additional Items to be added (as required)</b>				\$ -
1.10	...				\$ -
1.11	...				\$ -
<b>General Town Upgrade Subtotal</b>					<b>\$ 267,500.00</b>

**STAGE 1**

**GENERAL HISTORIC TOWNSHIP & CARAVAN PARK UPGRADE - Functional upgrades to Historic Township to support overnight visitors, including wayfinding, facilities and some revegetation**

<b>2.00 Caravan Park Upgrade</b>					
2.01	New Gravel Road	500	m2	\$20.00	\$ 10,000.00
2.02	General services set up costs	1	items	\$100,000.00	\$ 100,000.00
2.03	15 x Powered Sites - provision of gravel pad, site number power and water	15	items	\$10,000.00	\$ 150,000.00
2.04	Bollards to No-go areas	25	items	\$50.00	\$ 1,250.00
2.05	Conversion existing shed into Camp Kitchen w/ outdoor gathering space	100	m2	\$2,500.00	\$ 250,000.00
2.06	Repair of large shed (for caravan parking underneath)	150	m2	\$200.00	\$ 30,000.00
2.07	Construction New Amenities Block	60	m2	\$3,000.00	\$ 180,000.00
2.08	General landscaping & revegetation of immediate caravan park area	2500	m2	\$7.50	\$ 18,750.00
2.09	<i>... Additional Items to be added (as required)</i>				\$ -
2.10	...				\$ -
2.11	...				\$ -
<b>Caravan Park Upgrade</b>					<b>\$ 740,000.00</b>

<b>STAGE 2</b>	<b>RESTORATION KEY HERITAGE STRUCTURES AND DROVERS PARK UPGRADES</b> - functional upgrades to key heritage structures, including provision of day use amenities, and day use at Drovers Memorial Park			<b>Total Stage 2</b>	<b>\$ 596,050.00</b>
<b>3.00</b>	<b>Heritage Structures Adaptive Reuse PHASE ONE</b> - priority general structural repair to key buildings				
3.01	General Store PHASE ONE restoration works	100	m2	\$1,000.00	\$ 100,000.00
3.02	Junction Hotel PHASE ONE restoration works	250	m2	\$1,000.00	\$ 250,000.00
3.03	Day Use Amenities Block restoration works - high standard for functional adaptive reuse as day use public facilities	60	m2	\$2,500.00	\$ 150,000.00
3.04	Fred Taylor House restoration works	25	m2	\$500.00	\$ 12,500.00
3.05	... <i>Additional Items to be added (as required)</i>				\$ -
3.06	...				\$ -
3.07	...				\$ -
<b>Heritage Structures Remediation Subtotal</b>					<b>\$ 512,500.00</b>
<b>4.00</b>	<b>Drovers Memorial Park</b>				
4.01	Removal of fence, existing shelter & general tidy	300	Lm	\$25.00	\$ 7,500.00
4.02	Installation of bollards	86	items	\$50.00	\$ 4,300.00
4.03	Lawn & irrigation	1250	m2	\$25.00	\$ 31,250.00
4.04	Revegetation	2000	m2	\$7.50	\$ 15,000.00
4.05	New Picnic Shelter & bench	1	items	\$20,000.00	\$ 20,000.00
4.06	Planted Screening to school	50	m2	\$50.00	\$ 2,500.00
4.07	Maintenance & reorientation existing signage & memorial	3	items	\$1,000.00	\$ 3,000.00
4.08	... <i>Additional Items to be added (as required)</i>				\$ -
4.09	...				\$ -
4.10	...				\$ -
<b>Drovers Park Subtotal</b>					<b>\$ 83,550.00</b>

STAGE	INTERPRETATION & VISITOR EXPERIENCE UPDGRADES - including visitor experience at Newcastle Creek, and presentation and interpretation upgrades to Historic Township			Total Stage 3	\$ 369,500.00
<b>5.00</b>	<b>Newcastle Creek Boardwalk &amp; Bushtucker Trail</b>				
5.01	Gravel Path to Creek	10 0	L m	\$20.00	\$ 2,000.00
5.02	Revegetation & planting of bush tucker plants	45 0	m 2	\$10.00	\$ 4,500.00
5.03	Boardwalk	50	L m	\$1,000.00	\$ 50,000.00
5.04	Viewing platform - flood resistant, with balustrades	50	m 2	\$2,000.00	\$ 100,000.00
5.05	... <i>Additional Items to be added (as required)</i>				\$ -
5.06	...				\$ -
5.07	...				\$ -
<b>Newcastle Creek Boardwalk &amp; Bushtucker Trail Subtotal</b>					<b>\$ 156,500.00</b>
<b>6.00</b>	<b>Heritage Structures Adaptive Reuse PHASE TWO - general structural repair, paint, openings, weather proofing</b>				
6.01	Jones Store restoration works - National Trust	12 0	m 2	\$0.00	\$ -
6.02	Old Bowser restoration works - primarily external	20	m 2	\$500.00	\$ 10,000.00
6.03	Minor shed restoration works	25	m 2	\$500.00	\$ 12,500.00
6.04	Contractor's accommodation restoration works (external only) - postpone major works to adaptive reuse stage	50	m 2	\$250.00	\$ 12,500.00
	Other general restoration, demolition and remediation works to improve presentation of Historic Township	15 0	m 2	\$100.00	\$ 15,000.00
6.05	... <i>Additional Items to be added (as required)</i>				\$ -
<b>Heritage Structures Remediation Subtotal</b>					<b>\$ 50,000.00</b>



**STAGE 3 INTERPRETATION & VISITOR EXPERIENCE UPDGRADES** - including visitor experience at Newcastle Creek, and presentation and interpretation upgrades to Historic Township

**7.00 Interpretation Upgrades** - including development, design, manufacture and install of signage and additional engaging interpretation methods

7.01	Interpretation Plan and Graphic Signage Development	1	items	\$40,000.00	\$ 40,000.00
7.02	Jones Store Interpretation Upgrades	5	items	\$3,000.00	\$ 15,000.00
7.03	Old Bowser Interpretation Upgrade	4	items	\$3,000.00	\$ 12,000.00
7.04	General Store Interpretation Upgrade	5	items	\$3,000.00	\$ 15,000.00
7.05	Junction Hotel Interpretation Upgrade	7	items	\$3,000.00	\$ 21,000.00
7.06	Church Interpretation Upgrade	5	items	\$3,000.00	\$ 15,000.00
7.07	Drovers Memorial Park Upgrade	3	items	\$3,000.00	\$ 9,000.00
7.08	Newcastle Creek Bushtucker Trail	7	items	\$3,000.00	\$ 21,000.00
7.09	General Additional Historic Township Interpretation	5	items	\$3,000.00	\$ 15,000.00
7.09	<i>... Additional Items to be added (as required)</i>				\$ -
7.10	...				\$ -
<b>Interpretation Upgrades Subtotal</b>					<b>\$ 163,000.00</b>

STAGE 4	HERITAGE STRUCTURE ADAPTIVE REUSE - adaptive reuse can be staged according to funding, management capacity and visitor numbers			Total Stage 4	\$ 1,225,000.00
<b>8.00</b>	<b>Heritage Structure Adaptive Reuse PHASE THREE AND PHASE FOUR</b>				
8.01	Junction Hotel PHASE THREE - Store, Arts Sales and Seating Area	10 0	m 2	\$3,000.00	\$ 300,000.00
8.02	Junction Hotel PHASE FOUR - further upgrade to high quality visitor offer including preparing low key Commercial Kitchen for occasional use, additional visitor experience (TBD)	15 0	m 2	\$3,000.00	\$ 450,000.00
8.03	General Store - Arts Centre / Cultural Hub	75	m 2	\$3,000.00	\$ 225,000.00
8.04	Contractor's Accommodation (4 x rooms)	75	m 2	\$2,000.00	\$ 150,000.00
8.05	Laundry (single existing building next to amenities block)	20	m 2	\$2,500.00	\$ 50,000.00
8.06	Post Master's Residence Repurposed as Group Accommodation	10 0	m 2	\$500.00	\$ 50,000.00
8.07	... <i>Additional Items to be added (as required)</i>			\$	-
8.08	...			\$	-
8.09	...			\$	-
<b>Heritage Structure Adaptive Reuse Subtotal</b>					\$ <b>1,225,000.00</b>

**STAGE 5**

**SAFARI TENTS BUSINESS** - Optional Safari Tents Operation - separate to, or integrated with the visitor offer at the Caravan Park at the Historic Township

**Total Stage  
5**

**\$  
461,250.00**

**9.00**

**Safari Tents Business**

9.01	General Landscaping	1500	m2	\$7.50	\$ 11,250.00
9.02	General services set up costs	1	items	\$50,000.00	\$ 50,000.00
9.03	5 x Safari Tents w/ ensuite	5	items	\$80,000.00	\$ 400,000.00
9.04	<i>... Additional Items to be added by Contractor (as required)</i>				\$ -
9.05	...				\$ -
9.06	...				\$ -

**Safari Tents Subtotal** **\$ 461,250.00**

NET TOTAL (exc. GST) **\$ 3,659,300.00**

GST 10% **\$ 365,930.00**

**TOTAL**

**MASTER PLAN UPGRADES TOTAL (inc. GST)** **\$ 4,025,230.00**

**Including 10% Contingency** **\$ 4,427,753.00**

**ADDITIONAL LAND USE AND BUILDING ACQUISITION - land use fundamental to all proposed uses, TBC**

**Total \$ 2,800,000.00**

**9.00 Land Use & Building Acquisition (PLEASE NOTE: ALL COSTS ESTIMATES, TO BE NEGOTIATED WITH LANDHOLDERS)**

9.01	Lot 6 - Post Master's Residence (for new Group Accommodation)	1	lot	\$500,000.00	\$ 500,000.00
9.02	Lot 7 - Junction Hotel & Camp Manager's Residence	1	lot	\$500,000.00	\$ 500,000.00
9.03	Lot 8 - General Store	1	lot	\$500,000.00	\$ 500,000.00
9.04	Lot 9 - Fred Taylor's House (or lease arrangement)	1	lot	\$500,000.00	\$ 500,000.00
9.05	Lot 10 & 11 - Campground (or lease arrangement)	1	lot	\$500,000.00	\$ 500,000.00
9.06	Lot 12/13/14/15 - Safari Accommodation (or lease arrangement)	1	lot	\$300,000.00	\$ 300,000.00
9.07	Lot 16 - Jones Store - National Trust, acquisition not required	1	lot	\$0.00	\$ -
9.08	Lot 31 - Drover's Memorial Park - purchase not required?	1	lot	\$0.00	\$ -
9.09	... <i>Additional Items to be added (as required)</i>				\$ -
9.10	...				\$ -
9.11	...				\$ -
<b>Land Use &amp; Building Acquisition</b>					<b>\$ 2,800,000.00</b>

## APPENDIX D – FINANCIAL ANALYSIS

### Newcastle Waters Operations - Financial Analysis

#### Introduction

This section of the report provides indicative financials for the operations of Newcastle Waters over a 10-year period. The analysis is based on a range of assumptions in relation to visitor numbers (day and overnight), occupancy rates and spending by visitors. These assumptions are detailed in Appendix B.

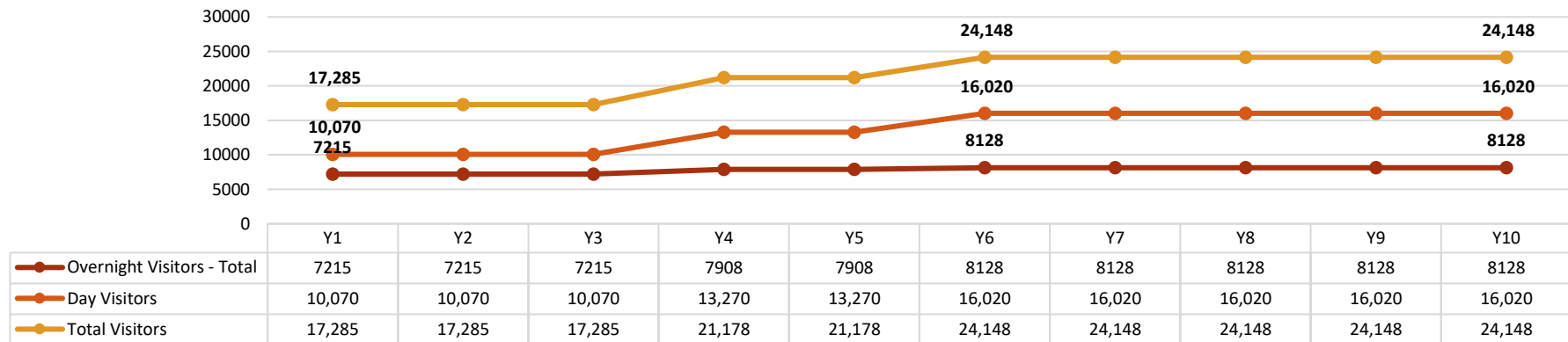
#### Newcastle Waters - Visitor Estimates

##### Visitors

The following chart and table show estimates of annual visitor numbers to Newcastle Waters over a 10-year period. They are designed to be indicative of potential numbers over the period. Overnight visitors are based on assumed occupancy rates for the accommodation. This takes account of a peak season (May to November); shoulder seasons (May-April and October-November); and a low season (December – February) where access may be difficult due to weather conditions. For the analysis occupancy rates are set for 3 periods (Years 1-3; Years 4-5; and Years 6-10).

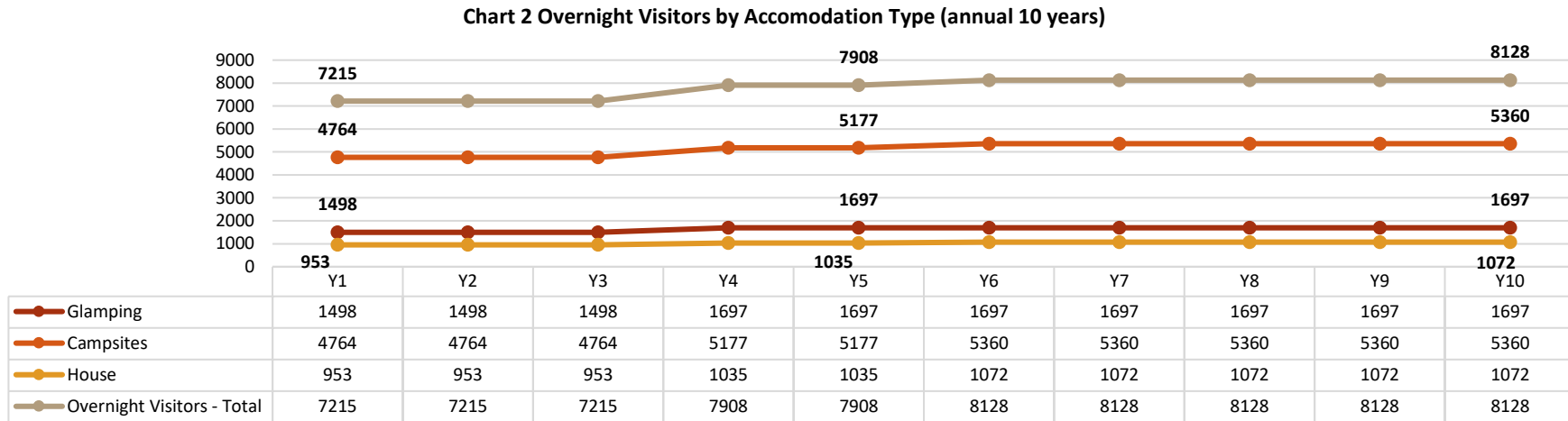
Annual day visitor numbers are based on assumptions of average drive through visitors per day. It is assumed that occupancy rates and day visitors increase over time as recognition of the location builds. Total visitors increase from 17,285 in year 1 to 24,148 in year 10.

Chart 1 Visitor Projections (annual 10 Years)



Source: MCA Modelling & Analysis July 2022

Chart 2 shows estimates of overnight visitors by accommodation type for the 10 year period of operations.



Source: MCA Modelling & Analysis July 2022

Table 1 Summary – Visitors to Newcastle Waters

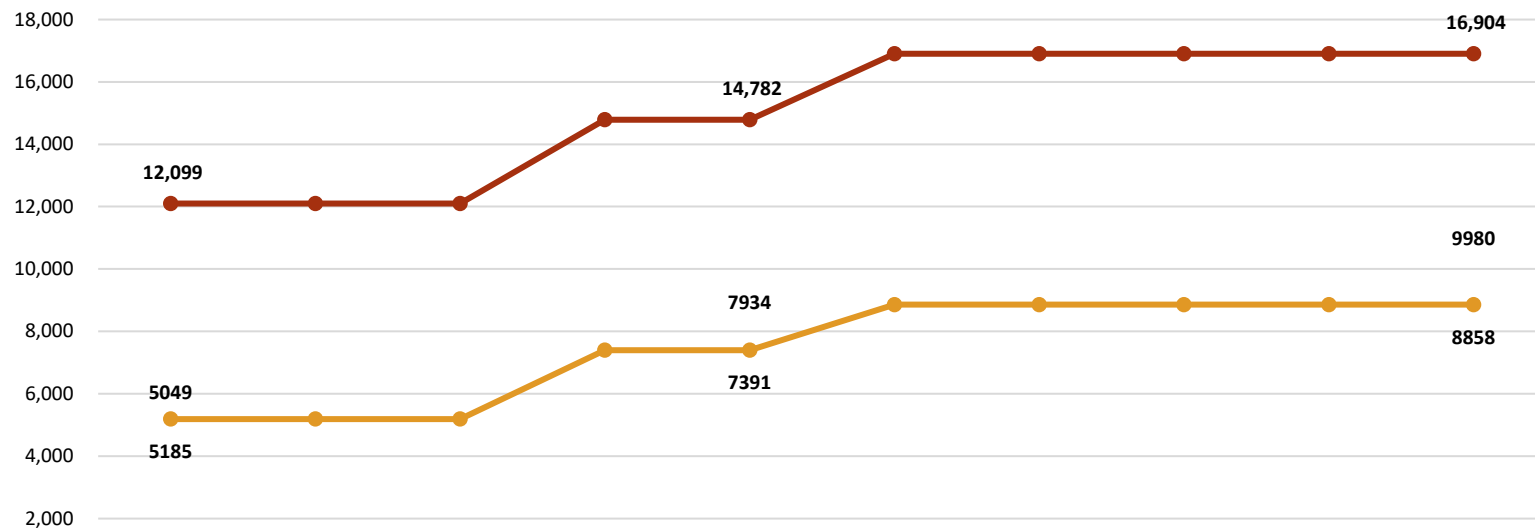
Visitors	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<b>10 Year Period</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Y6</b>	<b>Y7</b>	<b>Y8</b>	<b>Y9</b>	<b>Y10</b>
<b>Overnight Visitors</b>										
Glamping	1498	1498	1498	1697	1697	1697	1697	1697	1697	1697
Campsites	4764	4764	4764	5177	5177	5360	5360	5360	5360	5360
House	953	953	953	1035	1035	1072	1072	1072	1072	1072
<b>Total</b>	<b>7215</b>	<b>7215</b>	<b>7215</b>	<b>7908</b>	<b>7908</b>	<b>8128</b>	<b>8128</b>	<b>8128</b>	<b>8128</b>	<b>8128</b>
<b>Day Visitors</b>										
Day Visitors	10,070	10,070	10,070	13,270	13,270	16,020	16,020	16,020	16,020	16,020
<b>Total Visitors</b>	<b>17,285</b>	<b>17,285</b>	<b>17,285</b>	<b>21,178</b>	<b>21,178</b>	<b>24,148</b>	<b>24,148</b>	<b>24,148</b>	<b>24,148</b>	<b>24,148</b>

Source: MCA Modelling & Analysis July 2022

## 2.2 Visitor Purchasing

Day and overnight visitors are customers for the general store, participants in the cultural programs and buyers of art products. Estimates were developed based on an assumed purchase rate by visitors, with some increases in the rate over time. The chart and table below shows the projected numbers over a 10 year period. For example, general store customers increase from around 12,100 in year 1 to 16,900 in year 10. Participants in cultural programs increase from around 5050 to 9980.

**Chart 3 Retail & Program Customers (annual 10 years)**



	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
General Store - Customers	12,099	12,099	12,099	14,782	14,782	16,904	16,904	16,904	16,904	16,904
Cultural Programs Participants	5,049	5,049	5,049	7,934	7,934	9,980	9,980	9,980	9,980	9,980
Arts & Craft Buyers	5,185	5,185	5,185	7,391	7,391	8,858	8,858	8,858	8,858	8,858

Source: MCA Modelling & Analysis July 2022

**Table 2 Summary – Retail Customers and Program Participants**

<b>Customers</b>										
<b>10 Year Period</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Y6</b>	<b>Y7</b>	<b>Y8</b>	<b>Y9</b>	<b>Y10</b>
<b>General Store Customers</b>										
Day Visitors	7049	7049	7049	9289	9289	11214	11214	11214	11214	11214
Overnight Visitors	5050	5050	5050	5493	5493	5690	5690	5690	5690	5690
<b>Total</b>	<b>12,099</b>	<b>12,099</b>	<b>12,099</b>	<b>14,782</b>	<b>14,782</b>	<b>16,904</b>	<b>16,904</b>	<b>16,904</b>	<b>16,904</b>	<b>16,904</b>
<b>Cultural Programs Participants</b>										
Day Visitors	2293	2293	2293	4172	4172	5688	5688	5688	5688	5688
Overnight Visitors	2756	2756	2756	3762	3762	4292	4292	4292	4292	4292
<b>Total</b>	<b>5049</b>	<b>5049</b>	<b>5049</b>	<b>7934</b>	<b>7934</b>	<b>9980</b>	<b>9980</b>	<b>9980</b>	<b>9980</b>	<b>9980</b>
<b>Art &amp; Crafts Customers</b>										
Day Visitors	3021	3021	3021	4645	4645	5607	5607	5607	5607	5607
Overnight Visitors	2164	2164	2164	2747	2747	3251	3251	3251	3251	3251
<b>Total</b>	<b>5185</b>	<b>5185</b>	<b>5185</b>	<b>7391</b>	<b>7391</b>	<b>8858</b>	<b>8858</b>	<b>8858</b>	<b>8858</b>	<b>8858</b>

Source: MCa Modelling & Analysis July 2022

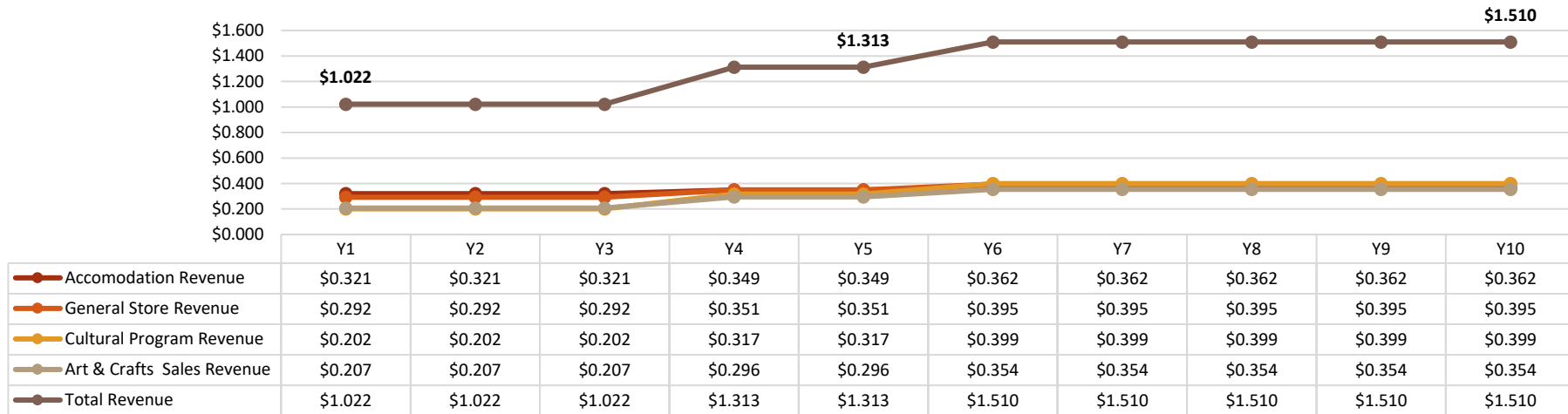


## Financial Analysis

### Revenue

Overnight visitors and day visitors are the drivers of revenue for Newcastle Waters operations (accommodation, programs and retail sales). All revenue is in constant \$2022 prices. Total revenue increases from \$1.022 million in year 1 to \$1.510 million. The growth is due to both the increase in visitor numbers (day and overnight) and an increase in the purchase rate for programs and products.

Chart 4 Summary Operations Revenue - Projections 10 Years (\$million 2022 prices)



Source: MCA Modelling & Analysis July 2022

**Table 3 Summary Operations Revenue – Projections 10 Years (\$2022 prices)**

Operations Revenue										
(\$2022 prices)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Accommodation Revenue	\$320,510	\$320,510	\$320,510	\$349,041	\$349,041	\$361,699	\$361,699	\$361,699	\$361,699	\$361,699
General Store Revenue	\$292,491	\$292,491	\$292,491	\$350,573	\$350,573	\$394,966	\$394,966	\$394,966	\$394,966	\$394,966
Cultural Program Revenue	\$201,953	\$201,953	\$201,953	\$317,346	\$317,346	\$399,206	\$399,206	\$399,206	\$399,206	\$399,206
Art & Crafts Sales Revenue	\$207,418	\$207,418	\$207,418	\$295,642	\$295,642	\$354,326	\$354,326	\$354,326	\$354,326	\$354,326
<b>Total Revenue</b>	<b>\$1,022,371</b>	<b>\$1,022,371</b>	<b>\$1,022,371</b>	<b>\$1,312,603</b>	<b>\$1,312,603</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>

Source: MCA Modelling & Analysis July 2022

### 3.2 Staffing

The following table shows the staffing required to operate Newcastle Waters, and wage rates and oncosts. There would be a total of 9.5 persons employed (6 full time equivalents) for a total wage and salaries cost of \$397,500 (\$480,975 with oncosts <21%>).

**Table 4 Newcastle Waters Operations - Employees**

Staffing - Position	No. Persons	Type	FTE	Salary			Total (Incl Oncosts)
				\$2022 Prices	Total Salaries	Oncosts (21%)	
Site Manager	1	FT	1	\$85,000	\$85,000	\$17,850	\$102,850
Campground Management & Site Maintenance	1.5	FT & PT (0.5)	1.5	\$70,000	\$105,000	\$22,050	\$127,050
General Store & Food	3	PT (0.5)	1.5	\$55,000	\$82,500	\$17,325	\$99,825
Guides – Walks/Programs (2	2	PT (0.5)	1	\$60,000	\$60,000	\$12,600	\$72,600
Presenters – Arts & Cultural Programs	2	PT (0.5)	1	\$65,000	\$65,000	\$13,650	\$78,650
<b>Total</b>	<b>9.5</b>		<b>6</b>		<b>\$397,500</b>	<b>\$83,475</b>	<b>\$480,975</b>

Source: MCA Modelling & Analysis July 2022

## Operations Financials

### Summary

The table and charts below summaries the 10-year financial results for the operations of Newcastle Waters. The detailed estimates are in Appendix A. It shows the results: Case 1: with no loans (capital costs funded by a grant); and Case 2: the situation where part of the capital cost is funded by a loan.

- For Case 1 there is a net profit on operations of \$117,880 in year 1, increasing to around \$422,700 from year 6 onwards.
- For Case 2 losses after interest are incurred from year 1 to year 5, with a small profit from year 6 onwards. Accumulated losses over the 10-year period are around \$627,500.

**Table 5 Summary Newcastle Waters - Operational Financials (\$2022 prices)**

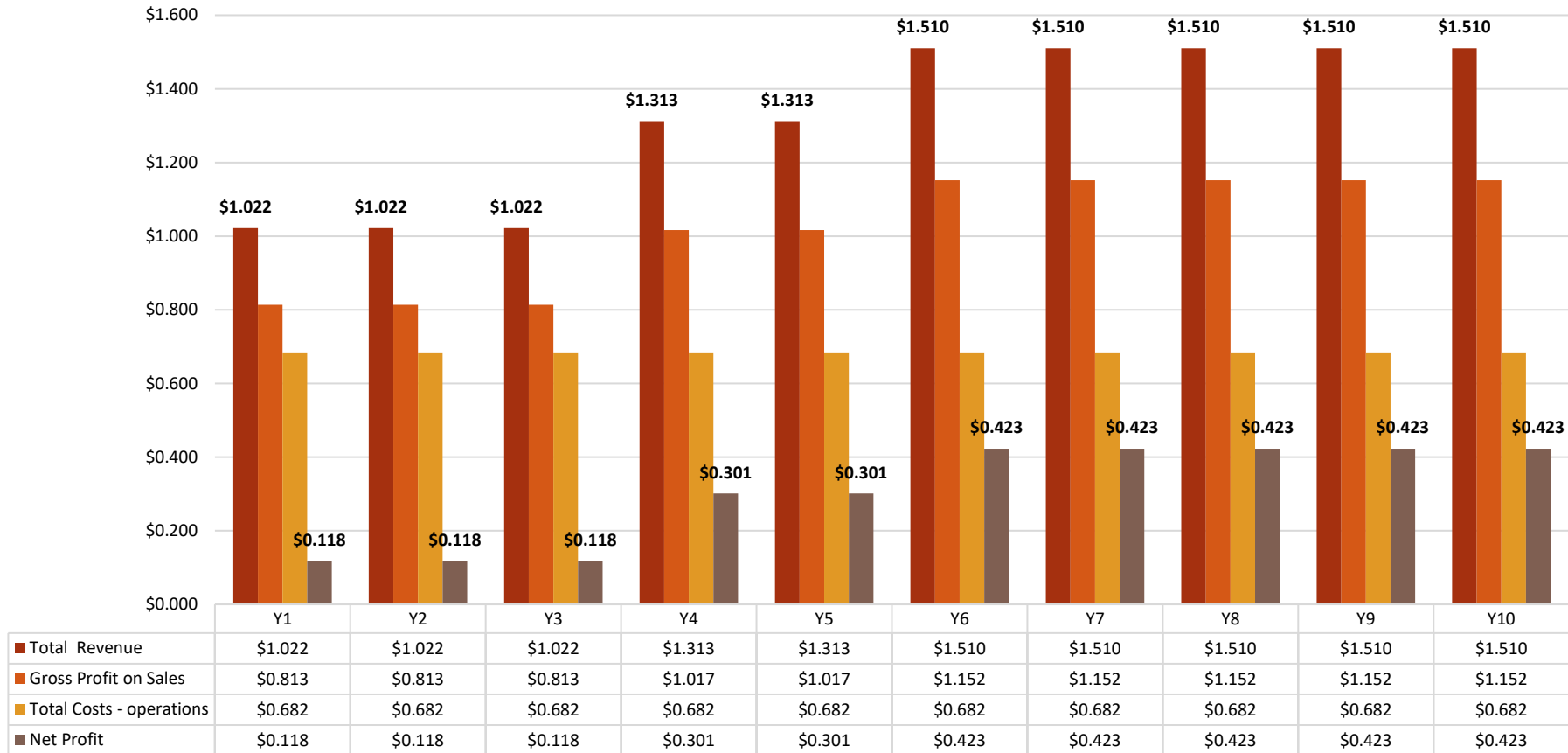
Operations	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<b>Total Revenue</b>	<b>\$1,022,371</b>	<b>\$1,022,371</b>	<b>\$1,022,371</b>	<b>\$1,312,603</b>	<b>\$1,312,603</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>
Total COGS	\$208,919	\$208,919	\$208,919	\$295,580	\$295,580	\$358,013	\$358,013	\$358,013	\$358,013	\$358,013
<b>Gross Profit on Sales</b>	<b>\$813,452</b>	<b>\$813,452</b>	<b>\$813,452</b>	<b>\$1,017,023</b>	<b>\$1,017,023</b>	<b>\$1,152,184</b>	<b>\$1,152,184</b>	<b>\$1,152,184</b>	<b>\$1,152,184</b>	<b>\$1,152,184</b>
Employee Costs	\$507,975	\$507,975	\$507,975	\$507,975	\$507,975	\$507,975	\$507,975	\$507,975	\$507,975	\$507,975
Operating Costs	\$174,500	\$174,500	\$174,500	\$174,500	\$174,500	\$174,500	\$174,500	\$174,500	\$174,500	\$174,500
<b>Total Costs - operations</b>	<b>\$682,475</b>	<b>\$682,475</b>	<b>\$682,475</b>	<b>\$682,475</b>	<b>\$682,475</b>	<b>\$682,475</b>	<b>\$682,475</b>	<b>\$682,475</b>	<b>\$682,475</b>	<b>\$682,475</b>
<b>Gross Profit on Operations</b>	<b>\$130,977</b>	<b>\$130,977</b>	<b>\$130,977</b>	<b>\$334,548</b>	<b>\$334,548</b>	<b>\$469,709</b>	<b>\$469,709</b>	<b>\$469,709</b>	<b>\$469,709</b>	<b>\$469,709</b>
Net Tax (GST)	\$13,098	\$13,098	\$13,098	\$33,455	\$33,455	\$46,971	\$46,971	\$46,971	\$46,971	\$46,971
<b>Net Profit</b>	<b>\$117,880</b>	<b>\$117,880</b>	<b>\$117,880</b>	<b>\$301,093</b>	<b>\$301,093</b>	<b>\$422,738</b>	<b>\$422,738</b>	<b>\$422,738</b>	<b>\$422,738</b>	<b>\$422,738</b>
<b>Loan</b>										
Interest/loan repayment	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702
<b>Net Profit (after interest)</b>	<b>-\$251,822</b>	<b>-\$251,822</b>	<b>-\$251,822</b>	<b>-\$68,608</b>	<b>-\$68,608</b>	<b>\$53,036</b>	<b>\$53,036</b>	<b>\$53,036</b>	<b>\$53,036</b>	<b>\$53,036</b>
<b>Accumulated losses</b>	<b>-\$251,822</b>	<b>-\$503,645</b>	<b>-\$755,467</b>	<b>-\$824,075</b>	<b>-\$892,684</b>	<b>-\$839,648</b>	<b>-\$786,612</b>	<b>-\$733,576</b>	<b>-\$680,540</b>	<b>-\$627,504</b>

Source: MCA Modelling & Analysis July 2022

## Operations – Case 1 No Loans

The following chart shows the financial result of the site development (development costs and property acquisition was funded by grants).

Chart 5 Case 1: Summary Operating Result - No Loans (\$2022 prices)



Source: MCA Modelling & Analysis July 2022

## Operations- Case 2 with Loans

The following table shows the capital cost and loan funding for the development of Newcastle Waters.

- Total capital cost including property acquisition (including 10% contingency) is \$7.621 million.
- For the loan funding example, we have assumed that \$3 million is covered by an equity contribution and the balance of \$4.621 million is covered by an interest and principal loan over 12 years. The interest rate on the loan is 6.5%, with the repayment of principal making it an effective interest rate of 8%.
- Based on this the annual interest payment would be around \$370,00 per year.

**Table 6 Project Costs & Loan Costs**

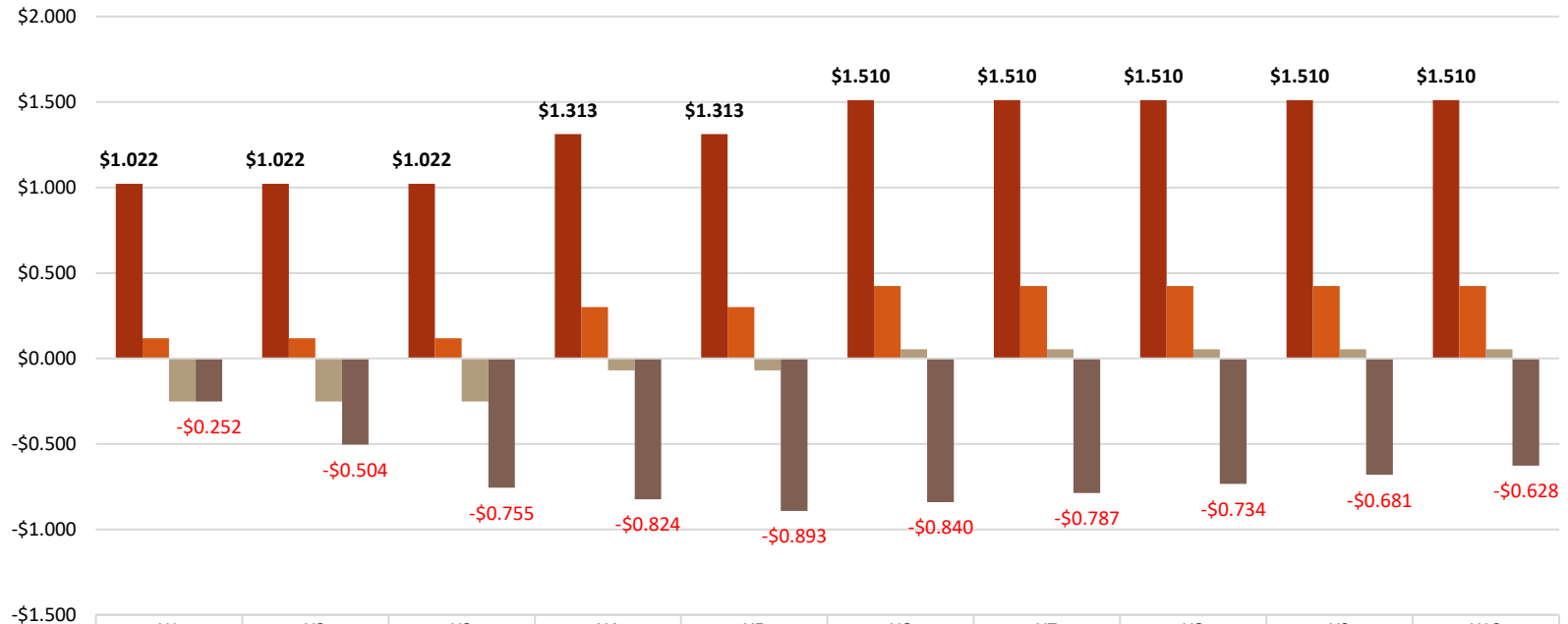
Newcastle Waters Development	\$2022 Prices
<b>Project Costs</b>	
Masterplan Base Plan Upgrades	\$ 3,928,430
Masterplan Base Plan Upgrades (Including 10% Contingency)	<b>\$4,321,273</b>
Property Acquisition	\$ 3,300,000
<b>Total Capital Costs (no contingency)</b>	<b>\$ 7,228,430</b>
<b>Total Capital Costs (with 10% contingency)</b>	<b>\$ 7,621,273</b>
<b>Loan Funding</b>	
Total Capital Costs (with 10% contingency)	\$ 7,621,273
Equity	\$3,000,000
<b>Loan Amount</b>	<b>\$ 4,621,273</b>
<b>Annual Interest payment on loan (annual)</b>	<b>\$ 369,702</b>

Source: Project Costs Tourism and Brave and Curious, Probable Cost of Master Plan, March 2022

Funding & Interest cost MCA estimates, July 2022

With the loan repayments losses would be incurred from years 1-5, with a small profit from years 6-10. The chart shows accumulated losses over the 10-year period of \$628,000.

**Chart 6 Case 2 : Operating Result with Loan of \$4.6 million (\$2022 prices)**



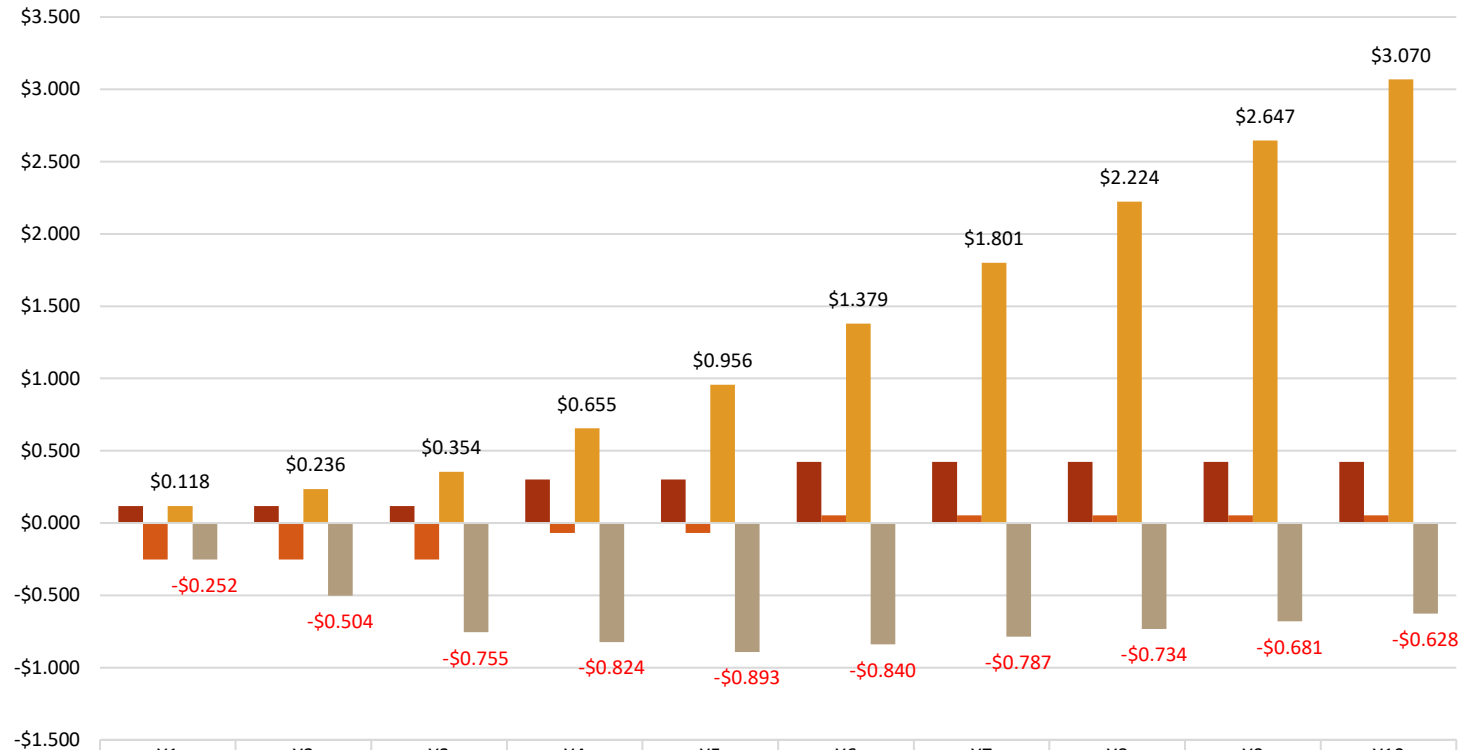
	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Total Revenue	\$1.022	\$1.022	\$1.022	\$1.313	\$1.313	\$1.510	\$1.510	\$1.510	\$1.510	\$1.510
Net Profit	\$0.118	\$0.118	\$0.118	\$0.301	\$0.301	\$0.423	\$0.423	\$0.423	\$0.423	\$0.423
Net Profit (after interest)	-\$0.252	-\$0.252	-\$0.252	-\$0.069	-\$0.069	\$0.053	\$0.053	\$0.053	\$0.053	\$0.053
Accumulated losses	-\$0.252	-\$0.504	-\$0.755	-\$0.824	-\$0.893	-\$0.840	-\$0.787	-\$0.734	-\$0.681	-\$0.628

Source: MCA Modelling & Analysis July 2022

## Comparison Accumulated Results

The following chart compares the accumulated results over 10 years for the two cases. Over 10 years, Case 1 has an accumulated profits of \$3.070 million and Case 2 accumulated losses of \$0.628 million.

**Chart 7 Comparison of Cases - Profit Results (\$2022 prices)**



	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
■ Net Profit - Case 1 No Loans	\$0.118	\$0.118	\$0.118	\$0.301	\$0.301	\$0.423	\$0.423	\$0.423	\$0.423	\$0.423
■ Net Profit -Case 2 with loans	-\$0.252	-\$0.252	-\$0.252	-\$0.069	-\$0.069	\$0.053	\$0.053	\$0.053	\$0.053	\$0.053
■ Accumulated Result- Case 1 No Loans	\$0.118	\$0.236	\$0.354	\$0.655	\$0.956	\$1.379	\$1.801	\$2.224	\$2.647	\$3.070
■ Accumulated Result- Case 2 With Loans	-\$0.252	-\$0.504	-\$0.755	-\$0.824	-\$0.893	-\$0.840	-\$0.787	-\$0.734	-\$0.681	-\$0.628

Source: MCa Modelling & Analysis July 2022

## Appendix A: Newcastle Waters Operations - Indicative Financials (10 years)

The following table provides the detailed financial analysis of operations for a 10-year period. All revenue and costs are in constant \$2022 prices.

**Table A1 Financial Analysis Newcastle Waters Operations – 10 years (constant prices \$2022)**

Newcastle Waters Operations	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<b>Revenue</b>										
Accommodation Revenue - Total	\$320,510	\$320,510	\$320,510	\$349,041	\$349,041	\$361,699	\$361,699	\$361,699	\$361,699	\$361,699
Food Revenue - Total	\$292,491	\$292,491	\$292,491	\$350,573	\$350,573	\$394,966	\$394,966	\$394,966	\$394,966	\$394,966
Cultural Program Revenue - Total	\$201,953	\$201,953	\$201,953	\$317,346	\$317,346	\$399,206	\$399,206	\$399,206	\$399,206	\$399,206
Art & Crafts Sales Revenue - Total	\$207,418	\$207,418	\$207,418	\$295,642	\$295,642	\$354,326	\$354,326	\$354,326	\$354,326	\$354,326
<b>Total Revenue</b>	<b>\$1,022,371</b>	<b>\$1,022,371</b>	<b>\$1,022,371</b>	<b>\$1,312,603</b>	<b>\$1,312,603</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>	<b>\$1,510,197</b>
<b>Cost of Goods Sold</b>										
Food (30%)	\$87,747	\$87,747	\$87,747	\$105,172	\$105,172	\$118,490	\$118,490	\$118,490	\$118,490	\$118,490
Arts & Crafts (45%)	\$90,879	\$90,879	\$90,879	\$142,806	\$142,806	\$179,643	\$179,643	\$179,643	\$179,643	\$179,643
Cultural Programs (15%)	\$30,293	\$30,293	\$30,293	\$47,602	\$47,602	\$59,881	\$59,881	\$59,881	\$59,881	\$59,881
<b>Total COGS</b>	<b>\$208,919</b>	<b>\$208,919</b>	<b>\$208,919</b>	<b>\$295,580</b>	<b>\$295,580</b>	<b>\$358,013</b>	<b>\$358,013</b>	<b>\$358,013</b>	<b>\$358,013</b>	<b>\$358,013</b>
<b>Gross Profit on Sales</b>	<b>\$813,452</b>	<b>\$813,452</b>	<b>\$813,452</b>	<b>\$1,017,023</b>	<b>\$1,017,023</b>	<b>\$1,152,184</b>	<b>\$1,152,184</b>	<b>\$1,152,184</b>	<b>\$1,152,184</b>	<b>\$1,152,184</b>
<b>Operating Costs</b>										
<b>Employees</b>										
Employee Costs - Total	\$397,500	\$397,500	\$397,500	\$397,500	\$397,500	\$397,500	\$397,500	\$397,500	\$397,500	\$397,500
Employee oncosts	\$83,475	\$83,475	\$83,475	\$83,475	\$83,475	\$83,475	\$83,475	\$83,475	\$83,475	\$83,475
<b>Employee Costs (inc oncosts)</b>	<b>\$480,975</b>	<b>\$480,975</b>	<b>\$480,975</b>	<b>\$480,975</b>	<b>\$480,975</b>	<b>\$480,975</b>	<b>\$480,975</b>	<b>\$480,975</b>	<b>\$480,975</b>	<b>\$480,975</b>
Other - Staff Training Costs	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Staff Amenities	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Health & Safety	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<b>Total Employee Costs</b>	<b>\$507,975</b>	<b>\$507,975</b>	<b>\$507,975</b>	<b>\$507,975</b>	<b>\$507,975</b>	<b>\$507,975</b>	<b>\$507,975</b>	<b>\$507,975</b>	<b>\$507,975</b>	<b>\$507,975</b>



Newcastle Waters Operations	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<b>Site Operating Costs</b>										
<b>Utilities</b>										
Electricity	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Gas - bottled	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Waste	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Laundry	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>Total Utilities</b>	<b>\$63,000</b>	<b>\$63,000</b>	<b>\$63,000</b>	<b>\$63,000</b>	<b>\$63,000</b>	<b>\$63,000</b>	<b>\$63,000</b>	<b>\$63,000</b>	<b>\$63,000</b>	<b>\$63,000</b>

Newcastle Waters Operations										
(Continued)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<b>Operating Costs</b>										
<b>Motor Vehicles</b>										
4-wheel drive - 2										
Leases -vehicles	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Vehicle servicing	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Insurance	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Fuel	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>Total Vehicle Expenses</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$48,000</b>	<b>\$48,000</b>
<b>Insurances</b>										
Public Liability	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Buildings & Content	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
<b>Total Insurance</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>
<b>Maintenance</b>										
Site Repairs & Maintenance	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>Other Expenses</b>										
Telecoms	\$15,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Office Supplies	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Bank Charges	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Accommodation Consumables	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Marketing Costs	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Admin Expenses	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Miscellaneous Costs	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>Total Other Expenses</b>	<b>\$40,500</b>	<b>\$40,500</b>	<b>\$40,500</b>	<b>\$40,500</b>	<b>\$40,500</b>	<b>\$40,500</b>	<b>\$40,500</b>	<b>\$40,500</b>	<b>\$40,500</b>	<b>\$40,500</b>

Newcastle Waters Operations										
(Continued)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
<b>Total Operating Costs</b>	\$682,475	\$682,475	\$682,475	\$682,475	\$682,475	\$682,475	\$682,475	\$682,475	\$682,475	\$682,475
<b>Gross Profit on Operations</b>	\$130,977	\$130,977	\$130,977	\$334,548	\$334,548	\$469,709	\$469,709	\$469,709	\$469,709	\$469,709
<b>Tax (GST)</b>										
GST Payable	\$102,237	\$102,237	\$102,237	\$131,260	\$131,260	\$151,020	\$151,020	\$151,020	\$151,020	\$151,020
GST Paid on inputs	\$89,139	\$89,139	\$89,139	\$97,805	\$97,805	\$104,049	\$104,049	\$104,049	\$104,049	\$104,049
<b>Net Tax</b>	\$13,098	\$13,098	\$13,098	\$33,455	\$33,455	\$46,971	\$46,971	\$46,971	\$46,971	\$46,971
<b>Profit (net of GST)</b>	\$117,880	\$117,880	\$117,880	\$301,093	\$301,093	\$422,738	\$422,738	\$422,738	\$422,738	\$422,738
<b>Accumulated Profit (Case 1 no loans)</b>	\$117,880	\$235,759	\$353,639	\$654,732	\$955,825	\$1,378,563	\$1,801,301	\$2,224,039	\$2,646,776	\$3,069,514
<b>Loans</b>										
Loan Value	\$4,621,273									
<b>Interest/loan repayment</b>	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702	\$369,702
<b>Net Profit (after interest)</b>	-\$251,822	-\$251,822	-\$251,822	-\$68,608	-\$68,608	\$53,036	\$53,036	\$53,036	\$53,036	\$53,036
<b>Accumulated losses (Case 2 loans)</b>	-\$251,822	-\$503,645	-\$755,467	-\$824,075	-\$892,684	-\$839,648	-\$786,612	-\$733,576	-\$680,540	-\$627,504

Source: MCA Modelling & Analysis July 2022

## Appendix B: Newcastle Waters Operations – Modelling Assumptions

The following tables provide the assumptions used in modelling the operations of Newcastle Waters.

**Table B1 Assumptions Accommodation - Types & Prices**

Assumptions:	Years 1-10	Persons per site	Capacity
<b>Accommodation - Facilities &amp; Rates</b>			
<b>Accommodation</b>			
Glamping tents	5	2	10
Caravan powered sites	15	2	30
Historic House	1	6	6
<b>Total</b>	<b>21</b>		<b>46</b>
<b>Rates for Accommodation (per night \$2022 prices)</b>			
Glamping tents	\$200		
Caravan powered sites	\$35		
Historic House	\$550		

Source: MCA Modelling & Analysis July 2022

**Table B2 Assumptions Accommodation - Occupancy Rates**

<b>Assumptions:</b>	<b>Low</b>	<b>Shoulder</b>	<b>Peak</b>
<b>Accommodation - Occupancy Rates x Season</b>	<b>December-February</b>	<b>March-April</b>	<b>May-September</b>
<b>Years 1-3</b>			
Glamping tents (5)	0%	35%	70%
Caravan powered sites (15)	10%	35%	70%
Historic House	10%	35%	70%
<b>Years 4-5</b>			
Glamping tents	0%	40%	75%
Caravan powered sites	10%	40%	75%
Historic House	10%	40%	75%
<b>Years 6-10</b>			
Glamping tents	0%	45%	75%
Caravan powered sites	10%	45%	75%
Historic House	10%	45%	75%

Source: MCA Modelling & Analysis July 2022

**Table B3 Assumptions – Day Visitors**

<b>Assumptions:</b>	<b>Low</b>	<b>Shoulder</b>	<b>Peak</b>
<b>Day Visitors – Numbers per day</b>	<b>December -February</b>	<b>March-April</b>	<b>May-September</b>
<b>Years 1-3</b>			
Day Visitors (per day) <Drive Throughs>	10	25	40
<b>Years 4-5</b>			
Day Visitors (per day) <Drive Throughs>	15	35	50
<b>Years 6-10</b>			
Day Visitors (per day) <Drive Throughs>	15	35	50

Source: MCA Modelling & Analysis July 2022

**Table B4 Assumptions – Cultural Programs Participation**

<b>Assumptions:</b>	<b>Low</b>	<b>Shoulder</b>	<b>Peak</b>
<b>Cultural Programs Participation (% of visitors)</b>	<b>December -February</b>	<b>March-April</b>	<b>May-September</b>
<b>Years 1-3</b>			
Overnight Visitors	0%	40%	40%
Day Visitors (per day) <Drive Throughs>	0%	25%	25%
<b>Years 4-5</b>			
Overnight Visitors	0%	50%	50%
Day Visitors (per day) <Drive Throughs>	0%	35%	35%
<b>Years 6-10</b>			
Overnight Visitors	0%	55%	55%
Day Visitors (per day) <Drive Throughs>	0%	40%	40%
<b>Program Fee (per person)</b>			
<b>Years 1-10</b>			
Fee (\$2022 prices)	\$40	\$40	\$40

Source: MCA Modelling & Analysis July 2022

**Table B5 Assumptions – Art & Craft Purchases**

<b>Assumptions:</b>	<b>Low</b>	<b>Shoulder</b>	<b>Peak</b>
<b>Art &amp; Craft Purchases</b>	<b>December -February</b>	<b>March-April</b>	<b>May-September</b>
<b>(% of visitors)</b>			
<b>Years 1-3</b>			
Overnight Visitors	30%	30%	30%
Day Visitors (per day)	30%	30%	30%
<Drive Throughs>			
<b>Years 4-5</b>			
Overnight Visitors	35%	35%	35%
Day Visitors (per day)	35%	35%	35%
<Drive Throughs>			
<b>Years 6-10</b>			
Overnight Visitors	40%	40%	40%
Day Visitors (per day)	35%	35%	35%
<Drive Throughs>			
<b>Average Spend (per person)</b>			
<b>Years 1-10</b>			
Average Spend (\$2022 prices)	\$40	\$40	\$40

Source: MCA Modelling & Analysis July 2022



**Table B5 Assumptions – General Store Customers**

<b>Assumptions:</b>	<b>Low</b>	<b>Shoulder</b>	<b>Peak</b>
<b>General Store Customers</b>	<b>December -February</b>	<b>March-April</b>	<b>May-September</b>
<b>(% of visitors spending)</b>			
<b>Years 1-3</b>			
Overnight Visitors	70%	70%	70%
Day Visitors (per day)	70%	70%	70%
<Drive Throughs>			
<b>Years 4-5</b>			
Overnight Visitors	70%	70%	70%
Day Visitors (per day)	70%	70%	70%
<Drive Throughs>			
<b>Years 6-10</b>			
Overnight Visitors	70%	70%	70%
Day Visitors (per day)	70%	70%	70%
<Drive Throughs>			
<b>Average Spend (per person)</b>			
<b>Years 1-10 (\$2022 prices)</b>			
Overnight Visitors	\$30	\$30	\$30
Day Visitors (per day)	\$20	\$20	\$20
<Drive Throughs>			

Source: MCA Modelling & Analysis July 2022

**Table B6 Assumptions – Newcastle Waters Operations Staff**

Staffing - Position	No. Persons	Type	FTE	Salary		Oncosts (21%)	Total (Incl Oncosts)
				\$2022 Prices	Total Salaries		
Site Manager	1	FT	1	\$85,000	\$85,000	\$17,850	\$102,850
Campground Management & Site Maintenance	1.5	FT & PT (0.5)	1.5	\$70,000	\$105,000	\$22,050	\$127,050
General Store & Food	3	PT (0.5)	1.5	\$55,000	\$82,500	\$17,325	\$99,825
Guides – Walks/Programs (2	2	PT (0.5)	1	\$60,000	\$60,000	\$12,600	\$72,600
Presenters – Arts & Cultural Programs	2	PT (0.5)	1	\$65,000	\$65,000	\$13,650	\$78,650
<b>Total</b>	<b>9.5</b>		<b>6</b>		<b>\$397,500</b>	<b>\$83,475</b>	<b>\$480,975</b>

Source: MCA Modelling & Analysis July 2022

**Table B7 Assumptions – Capital Costs & Loans**

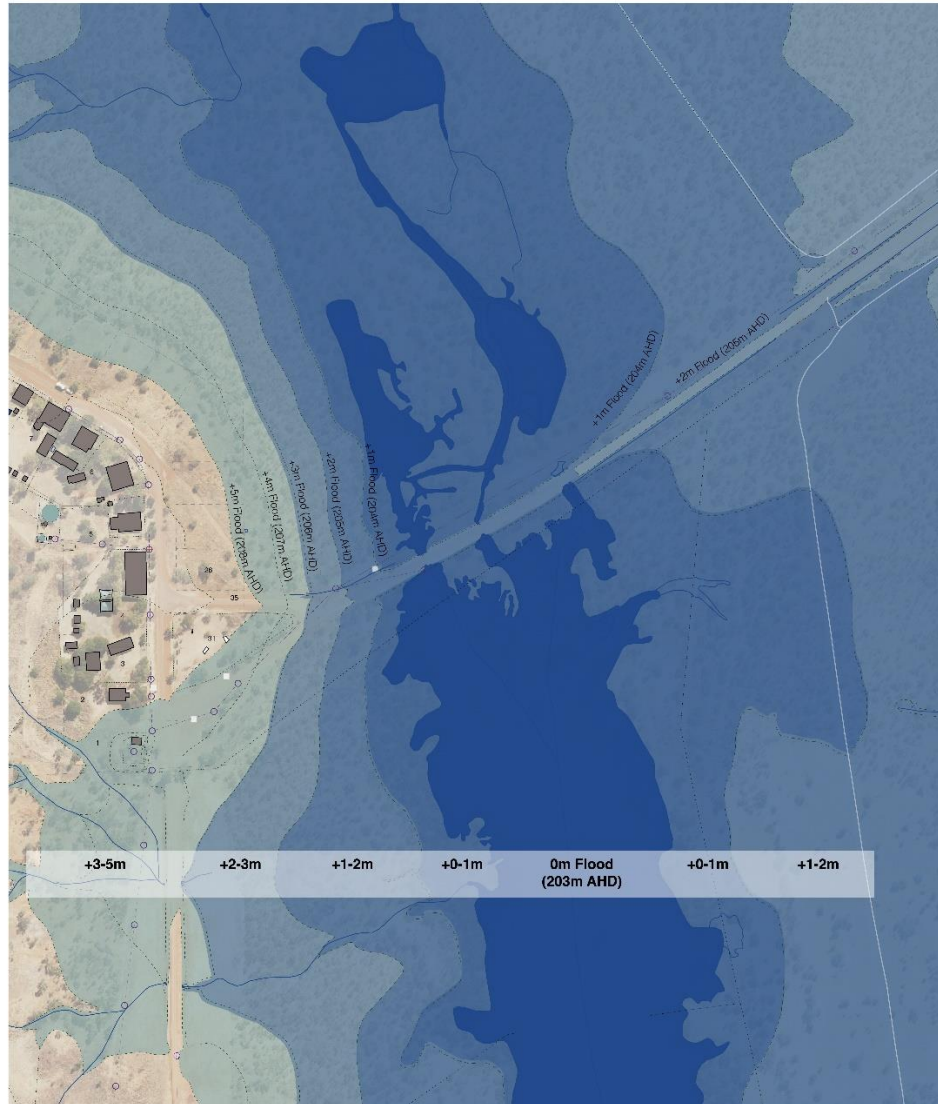
<b>Newcastle Waters Development</b>		<b>\$2022 Prices</b>
<b>Project Costs</b>		
Masterplan Base Plan Upgrades		\$ 3,928,430
Masterplan Base Plan Upgrades (Including <b>10% Contingency</b> )		<b>\$4,321,273</b>
Property Acquisition		\$ 3,300,000
<b>Total Capital Costs (no contingency)</b>		<b>\$ 7,228,430</b>
<b>Total Capital Costs (with 10% contingency)</b>		<b>\$ 7,621,273</b>
<b>Loan Funding</b>		
Total Capital Costs (with 10% contingency)		\$ 7,621,273
Equity		\$3,000,000
<b>Loan Amount</b>		<b>\$ 4,621,273</b>
<b>Annual Interest payment on loan (annual)</b>		<b>\$ 369,702</b>

Source: Project Costs Tourism and Brave and Curious, Probable Cost of Master Plan, March 2022

Funding & Interest cost MCA estimates, July 2022

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## APPENDIX E – NEWCASTLE WATERS / NEWCASTLE CREEK HISTORIC FLOOD SUMMARY



### Legend

- Fence
- 1m Contour
- Cadastre
- Building
- Power Line / Pole
- Intermittent Watercourse
- +5m Flood Level (approx)
- +3m Flood Level (approx)
- Creek Low Level

### Flooding Summary

203.3m AHD	0m Flood - Low Creek Level (approximate)
204.5m AHD	1.2m Flood - Causeway Low Point (approximate)
205.3m AHD	+2m Flood - Water Crossing required at causeway (approximate)
207.9m AHD	+4.8m Flood - Maximum Flood Level in dataset (1996-2010)

### Years flooded above +2m Flood (205.3m, between 1996-2010)

1997, 2001, 2003, 2004, 2006, 2009, 2010

1996 - 2010 Dataset sourced from Newcastle Waters Measured Water Level, NT Gov  
 AHD: 2000.00  
 1:1,250 @ A1

bc brave...  
curious.

Newcastle Waters  
Flood Mapping  
1:1,250 @ A1

